Borough Major Emergency Plan Part 3 Business Continuity Incident Management and Escalation Procedure

Part A – Localised Incident Plan

Part B - Critical Incident Plan

1 August 2023

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# Protective Marking & Version Control

I. Version Control

This plan is regularly reviewed and updated as and when necessary; it will be reviewed annually.

|  |  |
| --- | --- |
| Owner | LBTH Civil Protection Unit |
| Version | V0.1 Draft |
| Date of issue | August 2023 |
| Reviewed by | Andrea Stone |
| Next Review Date | August 2024 |

**II. Protective Marking**

This document has no protective marking. However, some links may not be accessible for those outside of the organisation.

**III. Distribution List**

This document is made available internally within the organisation and externally.

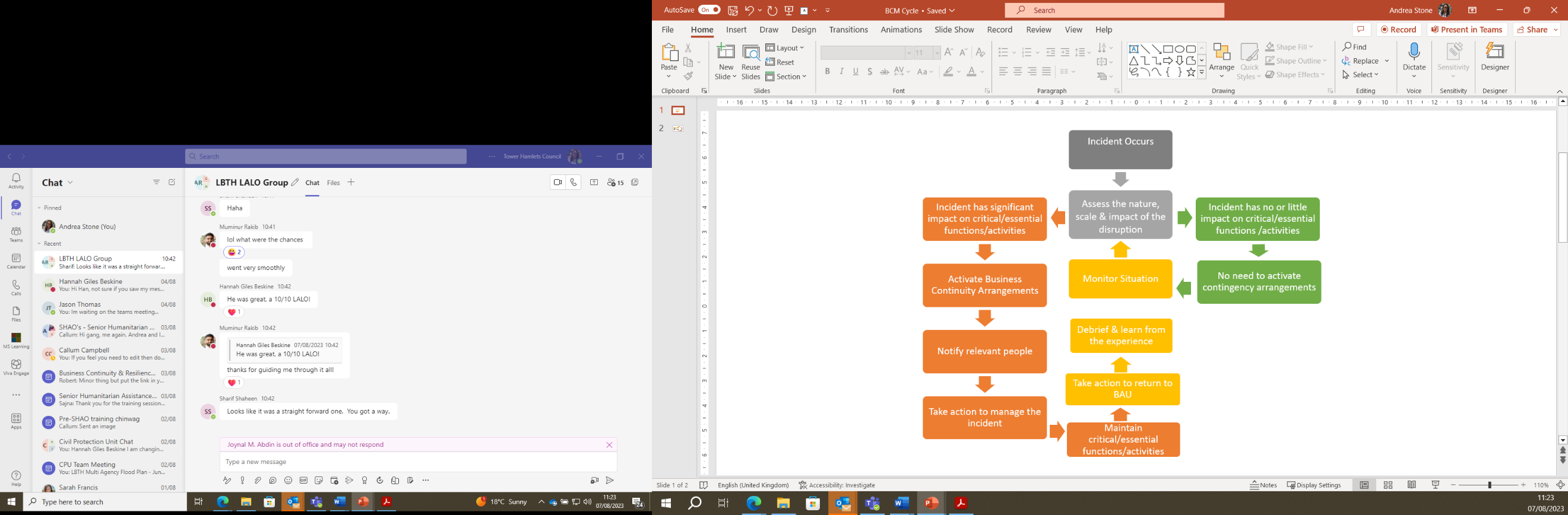
# Introduction

The objectives of this plan are to give plan owners an understanding of the difference between a localised business continuity (BC) incident and a critical business continuity incident, both of which are likely to cause disruption to business at various levels, to provide the Business Recovery Team with a detailed list of actions to cover the initial period following the incident or event, and the return to normality. Included are some examples of the type of situation that may lead to a BC Plan activation and who has responsibility for plan activation throughout this plan.

This Business Continuity Incident Management Escalation Procedure is set out in 2 parts:

|  |  |  |
| --- | --- | --- |
| **Part** | **Incident type** | **Activated by** |
| 1. Localised Incident Plan (LIP) | Localised incident impacting one or very few services which can be managed at the service level | * Service Manager/Plan Owner |
| 1. Critical Incident Plan (CIP) | The escalation of an incident that is likely to have widespread impact on the organisation which requires a more co-ordinated corporate response | * Chief Executive * A member of CLT * A member of the [CCB](#_Civil_Contingencies_Board) |

# **Process Diagram**



This document clearly shows circumstances where the plan would be activated and the different phases of the response to an incident over time.

# Validation

The workability of this plan should be validated through regular testing and exercising. The frequency of exercises will be determined by the Council’s Corporate Leadership Team (CLT) and following the outcome of the review of previous incidents & exercises.

# Other Plans referred to in the Procedure

* [Borough Major Emergency Plan Part 1- The Civil Protection Procedure](https://www.thebridge.towerhamlets.gov.uk/service-areas/contingency/civil-protection-unit) – Is activated in the response to a civil emergency within the borough
* [Borough Major Emergency Plan Part 2 - The Emergency Community Care Plan](https://www.thebridge.towerhamlets.gov.uk/service-areas/contingency/civil-protection-unit) – Is activated to manage the humanitarian assistance elements of a civil emergency
* [Borough Major Emergency Plan Part 5 – Recovery Guidance](https://www.thebridge.towerhamlets.gov.uk/service-areas/contingency/civil-protection-unit) – Activated to aid a return to normality or the new normal following the response to an incident

# Business Continuity & Resilience (BC&R)

[BC&R](https://towerhamlets.castellan-uk.com/) is a web-based application used for Business Continuity Management (BCM). Our service level Localised Incident Plans\* are held within BC&R. Each plan documents the actions to be taken to minimise disruption to business activities in the event of either a foreseen or unforeseen business continuity event. *\*Throughout this document we will refer to the plans held on BC&R as the Localised Incident Plan (LIP).*

Each plan has been designed to be used in circumstances where: Staffing, the facility, applications and/or resources used by the business have been affected by;

* An unforeseen event that disrupts business as usual
* A foreseen event (such as a natural disaster, expected supplier disruption, etc) where the business has an opportunity to prepare to minimise the disruption
* The activities listed in each plan are for guidance and should not be considered to be exhaustive or necessarily include every activity for every scenario / event

During the planning stages, BC&R allows plan owners to identify essential / critical functions carried out by their services. A Business Impact Analysis (BIA) is carried out to understand the criticality of these functions giving a desired recovery time objective (RTO), enabling services to be better prepared in maintaining essential functions should the Localised Incident Plan (LIP) require activation. Localised Incident Plans within BC&R can be downloaded / printed in pdf format and are also available via the BC&R (Riskonnect Resilience) mobile app [IOS](https://apps.apple.com/gb/app/riskonnect-resilience/id1499503288) or [Android](https://play.google.com/store/search?q=riskonnect&c=apps). This gives services additional resilience as plans can be accessed by Plan Owners, Approvers, Contributors, and Viewers via their mobile device.

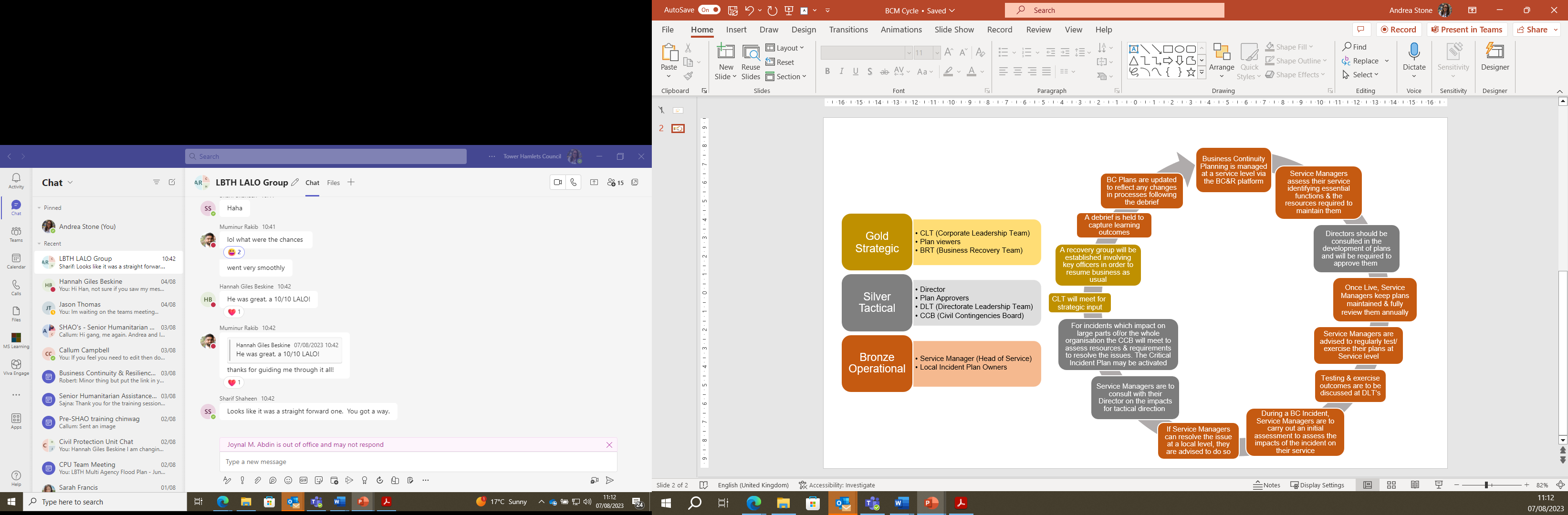
BC&R also has a notification facility. Administrators of the system can share notifications to plan owners which can be received via email, SMS or the mobile app, these notifications can be an early warning that disruption has or is due to occur which may have an impact on services. Therefore, colleagues are asked to ensure their contact details are current via [HRSS](https://saas.zellis.com/towerhamlets/dashboard) via ‘Business Continuity Contacts’ and that they download the mobile app to maximise this agile mobile solution.

Another useful tool within BC&R is the reports it can generate. Administrators can run various reports in excel format. These reports give a strategic overview of all plans within the system allowing us to fully understand vulnerabilities, essential functions and the resources required to maintain them.

In the initial stages of a business continuity incident these reports can form a vital part of the organisational response and help to understand the scale of the impacts and if the event is defined as major business continuity incident.

A major business continuity incident is defined as “an event that causes disruption to the business of an organisation that may adversely affect its ability to continue normal day to day operations”.

# Business Continuity Management & Escalation Cycle



The diagram above summarises the business continuity planning process and the steps to take should an incident occur. This cycle also highlights escalation of an incident, the need for testing & exercising, the recovery process, debriefing, and learning & review.

# Part A – Localised Incident Plan Activation

# Plan Activation Process

To ensure that the Localised Incident Plan (LIP) is used appropriately and under the correct circumstances, the following is a simple guide to help plan owners through the decision-making process.

# Circumstances for Activation

Service Level LIP’s will be activated in response to an incident causing significant disruption to normal service delivery, particularly the delivery of key critical / essential functions within services or limited to very few services within the organisation. Examples of circumstances triggering activation of BC response arrangements are:

* Loss of key staff or skills above normal levels of absenteeism due to illness
* Denial of access, or damage to facilities such as loss of a building through fire, flood, or failed power supply
* Loss of critical systems such as a software application failure
* Loss of a key resource such as a major supplier vital to the delivery of a key service

# Activity of Plan Activation

The following action cards cover the actions required for each possible scenario of a BC incident, through to returning to business as usual:

[Action Card 1 - Initial Response Assessment and Procedures](#_Initial_Response_Assessment)

[Action Card 2 - Loss of People Recovery Actions](#_Loss_of_People)

[Action Card 3 - Loss of Facility Recovery Actions](#_Loss_of_Facility)

[Action Card 4 - Loss of Technology Recovery Actions](#_Loss_of_Technology)

[Action Card 5 - Loss of Supplier Recovery Actions](#_Loss_of_Supplier)

These actions can also be found in every Service level Localised Incident Plan within [BC&R](https://towerhamlets.castellan-uk.com/) and via the BC&R Mobile App.

* Plan owners/service managers would in most cases be the Recovery Team Lead, are to understand the extent of the incident and the impacts it may have on the service.
* Following the completion of Action Card 1, the Recovery Team Lead (RTL) should continue to follow the relevant Action Card dependent on impacted resource. If the service is not impacted, RTL’s should continue to monitor the situation. See [Process Diagram](#_Process_Diagram).

The completion of relevant action cards will form part of your overall log of the incident.

# Initial Response Assessment and Procedures

| Action Card 1 - Initial Response Assessment and Procedures | Assigned Role | Complete |
| --- | --- | --- |
| **1. Activate Recovery Team**   * On instruction from the Crisis Management Team (CMT) / Business Area Senior Management the Recovery Team Leader or Coordinator will activate this department's recovery team and conduct an initial meeting * Contact all members of the recovery team and confirm availability to support recovery * Identify and contact alternates if team members are unavailable | Recovery Team Lead |  |
| 1. **Prepare the Department for Disruption (Advance Warning Situations Only)**  * If advance warning of a disruptive incident is received (e.g. adverse weather event, flood warning), perform any advance preparatory actions possible to reduce potential impacts of the incident or increase the efficiency of recovery (e.g. have staff taken laptops home) * Based on information provided by CMT / Senior Management, review and assess within Recovery Team, potential impact on: * Staff/skills issues * Business priorities deadlines/obligations * e.g. year end, Customers IT system status * Report back any issues / workarounds possible to management * Prepare: * Laptop users - ensure applications & patching is up to date * Instruct staff to perform remote access test at home * Smartphones & Tablets are charged and access to work related applications (e.g. Outlook and Microsoft Teams) are checked * Identify third parties that should be included in any communication e.g. Service / Commissioned providers and suppliers | Recovery Team Lead |  |
| **3. Assess Possible/Probable Business Impacts and Their Effect on Recovery Objectives**   * Based on the situation, timing of the event confirm the ability to meet recovery objectives noted in this plan. If unanticipated impacts are identified or recovery requirements cannot be met, notify the Crisis Management Team / Business Area Senior Management * Based on the timing of the disruptive incident, the department may be at risk of missing expectations or deadlines with internal or third-parties * Look at your processes. Think about the following: * what activities must keep going * what activities can be stopped or delayed * what activities could be transferred (if any) | Recovery Team Lead |  |
| **4. Communicate with Department Staff**   * Based on the situation, the Crisis Management Team may provide guidance and instructions to all employees. However, it is important that you communicate with your department. * Inform department members: * About potential event * Guidance on actions to be taken * Immediate processes / tasks that need to be addressed | Recovery Team Lead |  |
| **5. Situation Monitoring**   * Record actions and decisions * Await further instruction from the CMT or Business Area Senior Management and periodically review preparedness * Monitor your email and mobile phone, further information will be released as soon as possible | Recovery Team Lead |  |
| **6. Continue Status Reporting**   * Based on existing standard operating procedures and the guidance provided by the Crisis Management Team / Business Area Senior Management, continue providing status reports at appropriate intervals * If the situation changes (actual or potential), especially where the impact of the event increases ensure that CMT are notified in a timely manner | Recovery Team Lead |  |

# Loss of People Recovery Actions

| **Action Card 2 - Loss of People Recovery Actions** | **Assigned Role** | **Complete** |
| --- | --- | --- |
| **Identify Alternate Staffing**   * Evaluate internal and external alternate staffing resources that could be utilised to staff critical activities * Collaborate with other Business Area Team Managers to understand the immediate critical activities and viability of diverting staff from other teams to support them dependent on process knowledge * Divert staff to the most time-sensitive activities as needed * Assess established alternate procedures and manual workarounds found in this plan for their viability during this loss of staff * Collate any application or system access requirements * If necessary, begin to document any ad hoc procedures or additional manual workarounds that could be utilised that are not listed in this document * Update the Crisis Management Team with your plan | Recovery Team Lead |  |
| **Implement Staff Recovery Strategies**   * Based on the scope of the disruptive incident and availability of staff members, implement the following recovery strategy when instructed by the Crisis Management Team / Business Area Senior Management * work from home * where applicable relocate to alternative site * Department staff members will implement manual workarounds and alternate procedures immediately if possible * If the recovery strategy is not available or appropriate for the situation, immediately reach out to the Crisis Management Team / Business Area Senior Management for guidance on alternate options | Recovery Team Lead |  |
| **Potential Communication with Key Stakeholders**  MAY REQUIRE CRISIS MANAGEMENT TEAM or SENIOR MANAGEMENT APPROVAL - Consider whether you need to escalate your response to senior management to activate Part B CIP   * It may be necessary to begin coordinating or updating stakeholders. If so, draft key messages and obtain support and approval from the Crisis Management Team / Business Area Senior Management * Third-party contact information is located at the end of this plan in the "External Contacts" section | Recovery Team Lead |  |
| **Assess Ability to Meet Requirements**   * Determine if any service level modifications or service suspension is necessary, and advise the Crisis Management Team / Business Area Senior Management of this need | Recovery Team Lead |  |
| **Report Recovery Status to Management**   * Based on the situation and the current response and recovery measures implemented by this department, prepare to report operational status and requirements to the Crisis Management Team | Recovery Team Lead |  |
| **Document Lessons Learned**   * Debrief as a department to discuss lessons learned, understand opportunities for improvement in the response process and request feedback from team members on additional ways to strengthen the response and recovery effort * If appropriate update your Business Continuity Plan | Recovery Team Lead |  |

# Loss of Facility Recovery Actions

| Action Card 3 - Loss of Facility Recovery Actions | Assigned Role | Complete |
| --- | --- | --- |
| Verify location of staff   * Verify the location of department staff and their requirement for the facility * Leave * Off-site client meeting * Working from home * Training * Sickness absence * Feedback staff whereabouts to the CMT | Recovery Team Lead |  |
| Assess Possible Department Impacts   * Based on information provided by the Crisis Management Team / Business Area Senior Management Team review and assess, within Recovery Team, potential impact on: * Staff/skills issues * Business priorities * Deadlines/obligations, e.g. year end * Customers * Departments you depend on * Report back any issues / workarounds possible to management | Recovery Team Lead |  |
| Communicate with Department Staff   * Based on the situation, the Crisis Management Team / Business Area Senior Management will provide situation details and information to employees | Recovery Team Lead |  |
| Verify Availability of Staffing and Resource Requirements   * In the event some staff members are unavailable to support recovery, determine priority roles and staff availability to support those roles * Notify staff of their roles and identify any constraints that may influence the recovery strategy and short to medium-term operations * Confirm the availability of necessary resources to support prioritised activities | Recovery Team Lead |  |
| Verify Work From Home Capabilities   * For those staff members who can work from home, verify that they have the ability to work from home * Feedback to CMT any critical staff who do not have the capability to work from home. e.g., laptop unavailable, power outage, no home internet connection | Recovery Team Lead |  |
| Implement Recovery Strategy   * If instructed by Business Area Senior Management / Crisis Management Team, the Recovery Team Leader shall direct this department and implement the following facility recovery strategy:   + Remote working   + Where applicable alternative site * Department staff members will implement manual workarounds and alternate procedures immediately if possible * If the recovery strategy is not available or appropriate for the situation, immediately reach out to the Crisis Management Team / Business Area Senior Management for guidance on alternate options | Recovery Team Lead |  |
| Review Critical Past and Upcoming Deadlines  Based on the timing of the disruptive incident, the department may have or be at risk of missing expectations or deadlines. Although the BIA summarises these obligations, review obligations to determine if the facility outage may result in missed deadlines or expectations and prioritise department activities to meet these deadlines.   * What is the backlog situation, has any data been lost? Can we recover or re-process lost data? * What is the impact on our customers so far? * Are there any ad hoc or extraordinary activities taking place? | Recovery Team Lead |  |
| Potential Communication with Key Stakeholders  MAY REQUIRE CRISIS MANAGEMENT TEAM or SENIOR LEADERSHIP APPROVAL   * It may be necessary to begin coordinating or updating stakeholders. If so, draft key messages and obtain support and approval from the Crisis Management Team / Business Area Senior Management * Third-party contact information is located at the end of this plan in the "External Contacts" section | Recovery Team Lead |  |
| Recovery   * Continue operations from alternate locations and await confirmation from Facilities Management that the primary site is operational | Recovery Team Lead |  |
| Report Recovery Status to Management   * Based on the situation and the current response and recovery measures implemented by this department, prepare to report operational status and requirements to the Crisis Management Team | Recovery Team Lead |  |
| Document Lessons Learned   * Debrief as a department to discuss lessons learned, understand opportunities for improvement in the response process and request feedback from team members on additional ways to strengthen the response and recovery effort * If appropriate update your Business Continuity Plan | Recovery Team Lead |  |

# Loss of Technology Recovery Actions

| **Action Card 4 - Loss of Technology Recovery Actions** | **Assigned Role** | **Complete** |
| --- | --- | --- |
| **Understand What is Disrupted**  Understand:   * What is disrupted? * The scale of disruption i.e. is it one person or the whole department? * The impact to the department now and projected * Ensure you have reported the disruption to your local IT service desk * Monitor your email and mobile phone for further information | Recovery Team Lead |  |
| **Assess Possible Department Impacts**   * Wait for confirmation on nature and scale of disruption including estimated recovery time frame * Based on the situation and the anticipated loss of IT applications or technologies (taking into account anticipated duration of the disruption), revisit and confirm the possible impacts on activities: * Review recovery priorities identified in this plan, taking into consideration possible impacts and any upcoming deadlines * Discuss any unanticipated issue resulting from the technology issue | Recovery Team Lead |  |
| **Evaluate Alternate Procedures**   * Assess established alternate procedures and manual workarounds (including those already implemented) for their viability during this loss of critical IT applications or technologies * If necessary, begin to document any additional procedures or manual workarounds that the department could utilise that are not listed in this plan * If needed update the Business Area Senior Management with the issue(s) and recommendation(s) | Recovery Team Lead |  |
| **Implement Alternate Procedures**  MAY REQUIRE CRISIS MANAGEMENT TEAM / SENIOR MANAGEMENT APPROVAL - Consider whether you need to escalate your response to senior management to activate Part B CIP   * Implement agreed (as appropriate) viable manual workarounds or alternate procedures as noted in this plan. Based on the effectiveness of manual workarounds and ability to meet recovery priorities * If additional resources are required coordinate with your Business Area Senior Management on the viability of diverting staff from other teams to support manual workarounds or alternate procedures * Collate any application or system access requirements to support this | Recovery Team Lead |  |
| **Potential Communication with Key Stakeholder**  MAY REQUIRE CRISIS MANAGEMENT TEAM / SENOR MANAGEMENT APPROVAL - Consider whether you need to escalate your response to senior management to activate Part B CIP   * It may be necessary to begin coordinating or updating stakeholders. If so, draft key messages and obtain support and approval from the Crisis Management Team / Business Area Senior Management. * Third-party contact information is located at the end of this plan in the "External Contacts" section | Recovery Team Lead |  |
| **Recovery**   * Await confirmation from IT that service has been restored and the status of the data * Work with local IT to validate recovered application(s) to ensure the application processes as appropriate * Begin use of recovered technologies * Contact your local IT service desk if there are any issues with the recovered technologies | Recovery Team Lead |  |
| **Report Recovery Status to Management**   * Based on the situation and the current response and recovery measures implemented by this department, prepare to report operational status and requirements to the Crisis Management Team | Recovery Team Lead |  |
| **Document Lessons Learned**   * Debrief as a department to discuss lessons learned, understand opportunities for improvement in the response process and request feedback from team members on additional ways to strengthen the response and recovery effort * If appropriate update your Business Continuity Plan | Recovery Team Lead |  |

# Loss of Supplier Recovery Actions

| **Action Card 5 - Loss of Supplier Recovery Actions** | **Assigned Role** | **Complete** |
| --- | --- | --- |
| **Assess Possible Department Impacts and Estimate Downtime**   * Based on the situation and the anticipated loss of the key commissioned provider or supplier (taking into account anticipated duration of the disruption), revisit and confirm the possible impacts to business activities and outputs * If unanticipated impacts are noted, prepare to discuss this with the Crisis Management Team / Business Area Senior Management   **Understand:**   * What is disrupted * The scale of disruption i.e. which activities * The impact to the department now and projected   **Ensure you have reported the disruption:**   * For IT providers notify your local IT service desk * For all other providers notify your local management team   Monitor your email and mobile phone for further information | Recovery Team Lead |  |
| **Identify Alternate Supplier Options or Workarounds**   * Review the suppliers table in this plan to determine if alternate suppliers may be available, and when they might be available to support the organisation * If alternate suppliers are unavailable or unable to support recovery in accordance with approved recovery objectives, implement workaround strategies | Recovery Team Lead |  |
| **Potential Communication with Key Stakeholder**  MAY REQUIRE CRISIS MANAGEMENT TEAM or SENIOR MANAGEMENT APPROVAL - Consider whether you need to escalate your response to senior management to activate Part B CIP   * It may be necessary to begin coordinating or updating stakeholders * If so, draft key messages and obtain support and approval from the Crisis Management Team / Business Area Senior Management * Third-party contact information is located at the end of this plan in the "External Contacts" section | Recovery Team Lead |  |
| **Evaluate and Determine Need for Other Alternate Procedures**   * Assess alternate procedures and manual workarounds noted above for their viability during supplier downtime. If necessary, begin to document any additional procedures or manual workarounds that could be utilised * Be prepared to update the Crisis Management Team / Business Area Senior Management with the recommendation(s) * Coordinate with relevant departments | Recovery Team Lead |  |
| **Recovery**   * Await confirmation that service(s) have been restored * If IT service - work with local IT to validate recovered application(s) to ensure the application processes as appropriate * Begin use of recovered technologies * Contact your local IT service desk if there are any issues with the recovered technologies | Recovery Team Lead |  |
| **Report Recovery Status to Management**   * Based on the situation and the current response and recovery measures implemented by this department, prepare to report operational status and requirements to the Crisis Management Team | Recovery Team Lead |  |
| **Document Lessons Learned**   * Debrief as a department to discuss lessons learned, understand opportunities for improvement in the response process and request feedback from team members on additional ways to strengthen the response and recovery effort * If appropriate update your Business Continuity Plan | Recovery Team Lead |  |

# Part B - Critical Incident Plan Escalation Process

The Critical Incident Plan (CIP) can be activated corporately by the Chief Executive, or collectively by the Corporate Leadership Team (CLT), it can also be activated within an individual Council Directorate by the Corporate Director (or their deputy in consultation with their Directorate Leadership Team (DLT) and/or the [Civil Contingencies Board (CCB)](#_Civil_Contingencies_Board)).

Corporately, the CIP will be activated in circumstances that threaten serious disruption to council wide essential services and have exhausted the efforts of the LIP activation. The CIP provides a framework for both supporting and maintaining the Council’s essential public services during and following an emergency.

If the incident that threatens service disruption also constitutes a civil emergency within the Borough, other parts of the [Borough Major Emergency Plan](#_Other_Plans_referred) may also be activated / implemented.

# Critical Incident Plan: Localised Incident Plan Owner Actions

As a Localised Incident Plan owner, upon notification of the activation of Part B – The CIP, you are to follow the procedures below. Although you will be updated with whatever information is available during the incident, please bear in mind that in the early stages of disruption information may be scarce.

When you are contacted you may be requested to do the following:

* **ACTIVATE –** Plan owners/Heads of Service should activate their LIP within the BC&R platform following the relevant action card [Activity of Plan Activation](#_Activity_Phases_of) if they haven’t already done so.
* **ESCALATE** – Recovery Team Leads should be prepared to take direction from DLT/CLT when this section, Part B - CIP is activated.
* **INFORMATION** - Collate and provide information when requested about how the incident or event has or may impact on the ability to deliver the essential functions within the service area.
* **PARTICIPATE** - In delivering a cross-service corporate response to the incident.
* **CONTACT** - Staff and third party providers/key partners to inform them of the impacts of the incident and what they need to do, this could include the community.

As mentioned above, depending on the nature of the incident, other sections of the Borough Major Emergency Plan (BMEP) mentioned here [Other Plans referred to in the Procedure](#_Other_Plans_referred) may also be activated.

Services may need to provide support to their Directorate services under the BMEP, however, Heads of Service/Recovery Team Leads will still need to ensure that their day-to-day services continue to be delivered, especially if these services have been identified as having ‘essential’ or ‘critical’ functions.

# Why have a Critical Incident Plan?

Many Council services are important to the welfare and security of the community and the environment. The purpose of the Critical Incident Plan (CIP) is to provide a framework to enable the maintenance of essential functions in the face of a serious and / or widespread disruptive incident. This includes disruption in an emergency, where operational demands often increase, and the operating environment can become increasingly challenging.

For purposes of comparison, [Parts 1 & 2 of the Borough Major Emergency Plan](#_Other_Plans_referred) enables the Council to exercise its civil protection functions and to assist the public during emergencies (public safety & welfare).

# Activation of the Critical Incident Plan

The corporate elements of this CIP will be activated when serious and / or widespread disruption to Council services is threatened (or is occurring) as determined by the Chief Executive, Duty Director (if out of hours), or relevant Director (in hours). Prompt, co-ordinated action by the Council could prevent minor disruption escalating into serious disruption.

Council service disruption will be deemed to have occurred where the disruption cannot be dealt with through normal operational or service specific procedures and requires the implementation of special arrangements.

In this scenario, it is likely that the existing response arrangements within the Localised Incident Plan (LIP) have been overwhelmed and a co-ordinated corporate response is required.

In particular, the CIP will be activated under the following circumstances where:

* An incident is likely to cause widespread disruption to most Council services – such as widespread loss of a significant number of staff during an influenza pandemic.
* A major Council administration building that accommodates multiple Council services is evacuated, or access is denied – e.g. following a fire, flood, storm damage or due to safety issues or security (e.g. Police) cordons.
* An event has occurred that results in disruption to services (such as loss of IT Infrastructure) and special arrangements are needed to ensure that essential public services are maintained.
* Widespread sharing and reallocation of resources between services / departments is required.

Further examples of when it is likely to be invoked are:

* Large scale industrial action by staff
* Large scale co-ordinated industrial action affecting transport
* Extreme weather conditions
* Cyber Attack causing loss of IT services (regardless of scale)
* Loss of essential utilities – e.g. loss of electricity, water or gas supplies affecting one or more Council buildings
* Major disruption to fuel supplies

During a disruptive incident, one or more of the following will be adversely affected:

* People
* Processes (essential functions)
* Premises
* Providers
* Plant and equipment
* IT / telecommunication

# Plan Escalation

The Council are aware of an incident with potential business continuity impacts by a number of means such as (not exhaustive):

* Recovery Team Leads/Heads of Service have assessed whether they are impacted by the incident and have invoked their Localised Incident Plan (Part A of this document).
* Recovery Team Leads/Heads of Service have consulted their director for tactical direction.
* The incident is likely to impact on more than one service or the whole organisation.
* An actual, or virtual (depending on circumstances), meeting of the [Civil Contingencies Board](#_Civil_Contingencies_Board) to be implemented as soon as possible.
* Meeting to be chaired by either the current chair, the Director on Call or relevant Director dependent on the type of incident. i.e. IT Failure/Cyber Attack may be chaired by the Director of Resources.
* This and subsequent, meeting(s) to be notated and all actions / decisions recorded.

Key officers to attend the Civil Contingencies Board meeting are:

* Director on Call or relevant Lead Director (i.e., Director of Resources if ICT related)
* Directorate Resilience Champions
* Civil Protection Unit
* HR
* IT
* Communications
* Facilities Management

The meeting of the CCB is called to carry out an impact assessment of the incident to assess the potential impacts on Council services.

# CIP Impact Assessment

The following action card can be used during the assessment although, again, should not be deemed an exhaustive list.

## CIP Impact Assessment – Action Card

|  |  |  |
| --- | --- | --- |
| **Critical Incident Plan - Impact Assessment** | **Assessment** | **Impact Detail** |
| What has occurred – | Type of incident |  |
| * Where is the information | Source of information |  |
| coming from | Persons Impacted |  |
| * How accurate, is it? | Injuries/Fatalities |  |
|  | Other |  |
| Does the incident have a specific (geographical) | Pan London/Global |  |
| location? | Location in borough |  |
|  | Critical Infrastructure |  |
|  | Buildings Impacted |  |
|  | Other |  |
| What is, or will be, the duration of the incident? | Hours |  |
|  | Days |  |
|  | Weeks |  |
|  | Months |  |
|  | Unknown |  |
| What services are directly impacted by the incident | Children’s Services |  |
| (at this time)? | Health & Adults Social Care |  |
|  | Communities |  |
|  | Chief Executives Office |  |
|  | Resources |  |
| What services will be impacted by the incident | Children’s Services |  |
| (Looking ahead if possible)? | Health & Adults Social Care |  |
|  | Communities |  |
|  | Chief Executives Office |  |
|  | Resources |  |

# Roles & Responsibilities

## Civil Contingencies Board

* During an incident, to meet at the earliest opportunity to complete the [CIP Impact Assessment](#_CIP_Impact_Assessment) to assess the levels of impact and to determine the level of response required.
* Help co-ordinate the incident response, testing and review of plans and champion any resulting actions.
* Members of the board will ‘champion’ business continuity management, crisis management and emergency planning issues in their Directorates.
* Act as a contact point for their Directorate in all policy and operational matters concerning business continuity & civil protection.
* Provide Directorate information and contact details to the CPU/CCB as required.
* Promote and encourage general awareness training for staff and specific training for those with planned roles and functions within the Directorate.
* Assist in identifying resources and the development of capabilities to deliver plans.
* Co-ordinate the development of recovery plans for their Directorate essential/critical services. Ensure that these plans are flexible & adaptable enough to cope with any foreseeable impact (including loss of IT, telecommunications, electricity etc.)

## Chief Executive

* Has overall responsibility for activating the Council’s Critical Incident Plan based on outcome of the [CIP Impact Assessment](#_CIP_Impact_Assessment) carried out by the CCB.
* Decides the membership of the Gold Team
* Has overall responsibility for managing the Council’s strategic response and recovery from a major disruption to business.
* Has overall responsibility for ensuring that vital day-to-day services are continued
* Has overall responsibility for ensuring that all sections of the Borough Major Emergency Plans are regularly updated and activated where appropriate.

## Corporate Directors

* Participate in strategic (Gold) and operational (Silver) incident management teams as required.
* Assist in the redistribution of resources (including staff) across the Council to facilitate crisis management, continuity of essential/critical services and business recovery.
* Ensure, in collaboration with the Civil Protection Unit (CPU), that all relevant staff are trained and equipped to undertake their business continuity roles and responsibilities.
* Ensure that services within their Directorate review their Localised Incident Plans within the BC&R platform, are undertaking regular reviews of essential functions carried out by their services and ensuring service specific procedures and strategies are in place to eliminate or minimise impacts.
* Ensure that such reviews of Localised Incident Plans are approved by Directors to go live.
* Ensure Business Continuity is discussed at Directorate Leadership Team (DLT) Meetings.
* Ensure that Localised Incident Plans are tested on at least an annual basis and that the outcome is reviewed with any shortfalls highlighted, addressed and actions implemented.

# Gold Team

## Members of the Gold Team will be:

* Chief Executive or deputy (also to Chair the meetings)
* All (or some) of the Corporate Leadership Team (CLT)
* Head of Communications (incident type dependent)
* Other specialist lead officers (incident type & skills dependent)
* Emergency services representatives (if required)

# Corporate Procedures During a Critical Incident

## Chief Executive / Duty Director

The Chief Executive (CE) or Lead Director will convene a meeting of the Gold Team either virtually or at the Town Hall (160 Whitechapel Road) within one or two hours following the activation of the Corporate CIP (one hour if the incident is during office hours Monday – Friday, two hours if the incident occurs out of office hours).

The Chief Executive or Lead Director will inform the Mayor of the Council (and other Members if necessary) of the activation of the CIP**\***.

***\*Note:*** If the [Borough Major Emergency Plan (BMEP) Part 1 (Emergency Civil Protection Procedure)](#_Other_Plans_referred) has already been activated, it is assumed that at this stage the Chief Executive or Director on Call will consider and decide whether the Gold Team is to be convened. In the situation where both the BMEP Part 1 and the CIP (BMEP Part 3B) are activated simultaneously, it is incumbent upon the CEx. / Director on Call to ensure that there is sufficient capacity within each team to cover both the response to the incident and the delivery of the Council’s essential services.

The initial task of the Gold Team is to assess what has happened through a strategic lens, assess the immediate and long-term impact on the Borough and its services, to obtain and co-ordinate resources to resolve conflicts, to prioritise actions, to instigate public/press/staff communications and agree any long-term action that will be necessary to aid the return to normality.

The Impact Assessment [CIP Impact Assessment](#_CIP_Impact_Assessment) carried out by the Civil Contingencies Board will be used to inform the Gold Team of the extent of the impact on the borough at this stage of the process.

## Strategic Assessment – Action Card

|  |  |  |
| --- | --- | --- |
| **Strategic Assessment** |  | **Actions/Impacts** |
| Impacts | Staff |  |
|  | Residents  Including community impacts |  |
|  | Infrastructure |  |
|  | Service Provision |  |
| Strategic Direction -  Key Issues and  Strategic Decisions | Set and/or review strategic aims and objectives |  |
|  | Investigation update (if applicable) |  |
|  | Options and tasking |  |
|  | Interdependencies |  |
| Co-ordinating and targeting the response | Ensuring the Council’s response is consistent |  |
| Communications Staff, customers, | Key messages |  |
| partners and media | Briefing on media coverage (mainstream / social) |  |
| [Communications Plan](https://teams.microsoft.com/l/file/C55ACD65-0C85-42A8-A359-FCEFB31BF0BE?tenantId=3c0aec87-f983-418f-b3dc-d35db83fb5d2&fileType=docx&objectUrl=https%3A%2F%2Ftowerhamlets2.sharepoint.com%2Fsites%2FResilience%2FShared%20Documents%2F11.%20Plans%20and%20Procedures%2FLocal%2FCommunications%20Plan%2FLondon%20Borough%20of%20Tower%20Hamlets%20emergency%20communications%20plan%20-%20draft%20Sept%202019v4.docx&baseUrl=https%3A%2F%2Ftowerhamlets2.sharepoint.com%2Fsites%2FResilience&serviceName=teams&threadId=19:7ded3c5c551d4aa2be1d53c34019c555@thread.tacv2&groupId=bdeac0f6-6b0e-4351-9877-c0b7dcad3e90) | Specific audiences  those impacted by the event |  |
|  | General messaging across partnership, public and business |  |
| Protection of the Council’s reputation | Communication / media strategy |  |
| Essential services to the public | Provide essential services to the public throughout the duration of the incident and in the recovery phase, using the information gathered in the [CIP Impact Assessment](#_CIP_Impact_Assessment) |  |
| Record all decisions made and actions taken | Use official LBTH Decision Log [Decision Log Book](https://teams.microsoft.com/l/file/05168AF7-1398-4885-9314-60EA346A3F49?tenantId=3c0aec87-f983-418f-b3dc-d35db83fb5d2&fileType=docx&objectUrl=https%3A%2F%2Ftowerhamlets2.sharepoint.com%2Fsites%2FResilience%2FShared%20Documents%2F14.%20Templates%2FGold%2FDecision_Log_Book_2018.docx&baseUrl=https%3A%2F%2Ftowerhamlets2.sharepoint.com%2Fsites%2FResilience&serviceName=teams&threadId=19:ef9b897b69ea44628dbd5da512faf8c3@thread.tacv2&groupId=bdeac0f6-6b0e-4351-9877-c0b7dcad3e90) |  |
| Record communications made or received | [Communications Plan](https://teams.microsoft.com/l/file/C55ACD65-0C85-42A8-A359-FCEFB31BF0BE?tenantId=3c0aec87-f983-418f-b3dc-d35db83fb5d2&fileType=docx&objectUrl=https%3A%2F%2Ftowerhamlets2.sharepoint.com%2Fsites%2FResilience%2FShared%20Documents%2F11.%20Plans%20and%20Procedures%2FLocal%2FCommunications%20Plan%2FLondon%20Borough%20of%20Tower%20Hamlets%20emergency%20communications%20plan%20-%20draft%20Sept%202019v4.docx&baseUrl=https%3A%2F%2Ftowerhamlets2.sharepoint.com%2Fsites%2FResilience&serviceName=teams&threadId=19:7ded3c5c551d4aa2be1d53c34019c555@thread.tacv2&groupId=bdeac0f6-6b0e-4351-9877-c0b7dcad3e90) |  |
| Setting up a recovery group (if appropriate). | See Recovery Guidance contained within [Other Plans referred to in the Procedure](#_Other_Plans_referred) BMEP Part 5 |  |

## Consideration may need to be given to input from the following services:

* Human Resources
* IT
* Civil Protection Unit
* Facilities Management
* Procurement
* Legal Services
* Insurance & Risk Management

## The key issues to be considered by the Gold Team include:

* Assessing situation reports – development and progress of managing the event
* Assessing the impact on, and disruption to, Council services. Assessing and action planning on what needs to be done immediately and in the long-term.
* Completing an overview of incident response (Borough Emergency Control Centre (BECC) function) and maintenance of essential services. Ongoing review of the impact on these services and deciding where additional resources may be needed to ensure continuity of services.
* Consequence management – develop the Council’s strategy and deploy services and resources to address any consequences arising from the disruption.
* Briefings – the Mayor and appropriate Members
* Communication and media strategies – develop strategies for communicating with customers, staff, and the media.
* Forming a Borough Recovery Group (BRG) to develop the strategic response to the incident and incident outcomes.

The Gold Team must ensure that regular communications are issued to staff, the BECC, Directorate Resilience Champions / Management Teams etc., Members and (where appropriate) residents. The frequency and timings of the communications should be agreed by the Gold Team at the initial meeting.

It may be necessary for the Gold Team to take communication breaks, so that additional information can be gathered, and actions agreed & implemented. The frequency and timings of the Gold Team meetings should be agreed, and a ‘rota system’ is to be implemented to manage the incident through the night or weekend and would include bringing in deputies when appropriate to provide support to core members of the Team.

## Gold Group Meeting Agenda – London Borough of Tower Hamlets

**Date/Time: Location:**

1. **Introductions**

* Including roles of representatives (who they are representing)
* Actions from previous meeting

1. **Situation Brief**

* Briefing by BECC Manager/Civil Protection Coordinator on current situation

1. **Impacts**

* Staff
* Residents (including community impacts)
* Infrastructure
* Service Provision

1. **Key Issues and Strategic Decisions**

* Set and/or review strategic aim and objectives
* Options and tasking
* Investigation – update (if applicable)
* Interdependencies

1. **Communications**

* Briefing on media coverage (mainstream / social)
* Communication / media strategy
* Key messages
* Specific audiences e.g. those impacted by the event, general messaging – across partnership, public and business

1. **Recovery (if applicable at this time)**
2. **Actions/Log of Decisions made**
3. **Any Other Business**
4. **Date / time of next meeting**