

DEPARTMENTAL BUSINESS CONTINUITY PLAN

To be activated for Incident Levels 3 and 4

Updated: December 2019

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DOCUMENT CONTROL

Plan Control

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Plan Maintenance

Responsibility for the maintenance of this Departmental Business Continuity Plan (DBCP) is assigned to the Policy and Planning Unit who sit within Central Policy Division in the Strategic Policy and Professional Services Group. Changes to this DBCP must be approved by the Deputy Secretary, Strategic Policy and Resources Group in discussion with Departmental Management Board (DMB).

Document Status History

Version	Date	Reason for Update
v1.0	June 2017	New Department
v2.0	October 2017	Revised following Test Exercise CIVITAS
v3.0	August 2019	Revised following DWP training session for DMB
V4.0	December 2019	Personnel changes

Distribution

Name	Responsibility
Name Redacted	Acting Director of Central Policy
Name Redacted	Deputy Director, Policy & Planning Unit
Name Redacted	Private Office
Name Redacted	Permanent Secretary's Office
Name Redacted	DfC Press Office
All Incident Support Team members within the Strategic Policy & Planning.	
All SIMT members (See Annex A)	
All BRT members (See Annex B)	

Version Control

Version number	Drafted by	Circulated to	Actions required
1.0	Name Redacted	Perm Secretary and Grade 3's	For consideration prior to test exercise on 29 June 2017
2.0	Name Redacted	Grade 3's and Business Consultancy Service	For consideration and comments November 2017
2.1	Name Redacted	Deputy Secretary of Work and Inclusion	Include DWP contacts; Refer to DWP BCP
2.2	Name Redacted	Departmental Management Board	For consideration and endorsement prior to DMB awareness training.
3.0	Name Redacted Last reviewed: April 2019	Departmental Management Board	To incorporate Civitas Report & DWP training recommendations
4.0	Name Redacted		To amend contact details within the attached annexes.

Review Timetable

The DBCP will be kept under review on a regular basis as outlined below. Any changes will be approved by the Deputy Director of Strategic Policy & Professional Services Group, and DMB if considered appropriate.

Next Review Date(s)	Element Reviewed
Quarterly	
- December 2019	<ul style="list-style-type: none"> Strategic Incident Management Group (SIMG) and Business Recovery Team (BRT) details Major changes to operations or systems installed Ensure back up of IT systems is in place

	<ul style="list-style-type: none"> Plan Owner and Group names amended
Annually	
<ul style="list-style-type: none"> April 2020 	<ul style="list-style-type: none"> Update of Plan as a result of an evaluation of the incidents reported in the previous year and action plans to address any significant failures Implement recommendations from the Internal Auditor Report Implement findings from January 2020 test
Three-Yearly	
<ul style="list-style-type: none"> March 2022 	<ul style="list-style-type: none"> A full review of the Plan will take place after a formal test of the Plan, including any training considered necessary for SIMT & BRT members

Storage of the Departmental Business Continuity Plan (DBCP)

The DBCP is stored in HPRM at CO1/19/658363. It is also available electronically on the DfC Intranet.

<http://nics.intranet.nigov.net/communities/documents/dfc-departmental-business-continuity-plan>

A hard copy of the DBCP is held in the offices and homes of the:

- Permanent Secretary;
- Deputy Secretary of Strategic Policy & Professional Services Group;
- Deputy Secretary of Work & Health Group;
- Deputy Secretary of Supporting People Group;
- Deputy Secretary of Housing, Urban Regeneration & Local Government;
- Deputy Secretary of Engaged Communities Group;
- Director of Corporate Services Division
- Deputy Director of Policy & Planning Unit; and
- Incident Support team

Hard copies of the Plan will also be available as part of the battle boxes, which are situated in various locations as outlined at Para 4.3. These hard copies should be stored in line with relevant DfC guidance on documents marked OFFICIAL –

SENSITIVE. Guidance on the management of information is available on the intranet at: <http://nics.intranet.nigov.net/nics/documents/faq-1-working-official-information>

The **Major Emergency Response Plan** (MERP) is also stored on HPRM (CO1/19/181644) and on the intranet at: <http://nics.intranet.nigov.net/communities/documents/major-emergency-response-plan-merp>

Major Emergency Response Plans (MERPs) are part of the integrated emergency management strategy employed by Northern Ireland departments to corporately respond to major emergencies. The MERP document provides the overarching, high level framework for the DFC response to a major emergency. For the MERP to be activated the decision must be taken by the Permanent Secretary.

SECTION 1 INTRODUCTION

1.1 BACKGROUND

What is Business Continuity Planning?

This Business Continuity Plan (BCP) outlines procedures in responding to a Level 3 or 4 incident and should be used to guide the Department to respond, recover, resume and restore to a pre-defined level of operation following disruption. (Please see Para 3.1) A disruptive incident could for example include the loss of access to a building or normal work space, a serious reduction in the number of staff available, or a loss of access to important information.

This **Departmental Business Continuity Plan (DBCP)** - sets out in detail the specific arrangements to be followed by the Department for Communities Strategic Incident Management Team (SIMT) (See list at **Annex A**) and Business Recovery Team (BRT) (See list at **Annex B**) in the event of major disruption. It has been divided into an introduction plus five six distinct sections for ease of reference, a summary of the key sections is outlined below.

All acronyms used in this document can be found in **Annex K**.

Why do we need a DBCP?

In order to respond to an incident with the least disruption possible, it is important to **be prepared**. An interruption to normal business can have a negative impact on our stakeholders, staff and reputation. This is particularly important in the case of a Government Department/Agency, as it may impact on Ministerial and public confidence, and it is vital therefore to ensure that business processes that are **critical to the achievement of key objectives** are maintained and all other business processes are recovered as quickly as possible following the incident.

What is contained within this document?

This document covers five key areas:

- **Roles and Responsibilities** of each of the key stakeholders that have involvement in the departmental business continuity process;
- **Incident Assessment** outlines the level categorisation that triggers the DBCP and the 4 P's which identify the possible threats to core business;
- **Incident Management** outlines the immediate action required in the event of an incident;
- **Business Recovery** states the actions required to ensure a return to business as usual; and
- **Annexes** provide useful contact lists, templates and checklists for completion when the DBCP is activated.

1.2 PURPOSE

Business Continuity Management is a tool that is widely used to safeguard an organisation's business operations against potential disruption/emergencies. Business Continuity Management:

- enables an organisation to improve its resilience;
- provides the capability for an effective response to enable an organisation to maintain its critical functions during a disruption or catastrophe whilst protecting the interests of key stakeholders, reputation and brand;
- provides a robust process through which the Department can maintain delivery of key services to its customers during and following a disruption to business; and
- allows an organisation to exercise its arrangements to improve confidence in its ability to restore services to 'business as usual'.

This Plan outlines the commitment and principles for business continuity management in DfC which will enable an effective response to business disruptions and external/internal incidents. The DfC Departmental Management Board (DMB) is fully committed to business continuity management arrangements, which are embedded throughout the Organisation.

Compliance with the principles outlined in this Plan is mandatory throughout every part of the Department.

The overarching Departmental Business Continuity Strategy and Framework document has been agreed by the Board and can be accessed via the link below. This

Framework provides Business Areas with guidance on what should be included in their local Business Continuity Plans.

<http://nics.intranet.nigov.net/communities/documents/departmental-business-continuity-strategy-and-framework-0>

1.3 DEPARTMENTAL PRIORITIES

An organisation needs to identify its key products and services within the scope of its business continuity management capability. The DMB has defined the Department's critical activities by agreeing a number of Departmental priorities around which robust contingencies and contingency plans should be based; these are:

- Provision of benefits
- Provision of Social Housing and essential repairs
- Child Maintenance Service and continuity of payments to parents with caring responsibilities
- Payment of grants to business/voluntary groups
- Payment to suppliers for goods and services

SECTION 2 ROLES & RESPONSIBILITIES

This section outlines the main roles and responsibilities of those who play a key role in the operation of the DBCP.

2.1 Strategic Incident Management Team (SIMT)

- The SIMT will be chaired by the Deputy Secretary, Strategic Policy & Professional Services Group or another Deputy Secretary as necessary. Secretariat/admin support to the SIMT will be provided by Policy & Planning Unit. See Annex A for full list of members, drawn from across all DfC Groups.
- The Chair of SIMT is responsible for activating this plan, generally in response to Level 3 and Level 4 incidents (See 3.1 below). For Level 1 and level 2 incidents it may be more appropriate to activate the relevant business areas BCPs.
- The key responsibility of the SIMT is to provide strategic direction and leadership to all teams to implement all necessary plans and actions to restore DfC to normal operating conditions ensuring minimum impact to DfC services and customers.
- The SIMT will deal with a level 3 or 4 incident on every aspect from decision making, the activation of the procedures, through to resolution of the issue. However, depending on availability, timing of the incident and work priorities, the make-up of this team may vary and each member of the SIMT has a nominated deputy if required.
- In the event that any member of the SIMT is unavailable for more than 2 hours then the nominated deputy will assume responsibility and report to the Incident Control Centre for instructions and tasking. Please see Section 4.3 for further information on the Incident Control Centre. (See **Annex G** for a draft e-mail to notify relevant organisations that a control centre has been established and maps for the location of the control centres).
- Contact details of the Core SIMT members are available at **Annex A**. A draft agenda for SIMT meetings is held at **Annex E**.

2.2 Business Recovery Team (BRT)

The BRT will be tasked where appropriate by the SIMT to manage return of business performance to the pre-incident level. In doing so, they will undertake the following actions:

- Collect and collate incident reports (See Annex D);
- Provide regular reports and key issues to SIMT;
- Collect any damage assessment records (see Para 5.1.1) completed by stakeholders / experts and report to SIMT;
- To manage the incident and the subsequent recovery, and to decide if 24 hour cover is required. If cover is required, identify key personnel and organise shifts,
- Ensure a log of actions is kept and decisions taken (Example of Log template - See Annex I);
- Inform key contacts of the incident (by phone or e-mail (as appropriate), See Annex A & B for contact details);
- Manage return to normal business levels; and
- Agree reporting and monitoring arrangements with SIMT.

Contact details of the BRT members are available at **Annex B** and a sample draft agenda for Business Recovery Unit is held at **Annex E**.

2.3 Incident Support Team (IST)

The Incident Support Team (IST) comprises members of Strategic Policy & Planning Unit which provides an administrative function to the BRT, and SIMT as required. This includes responsibility for the following tasks:

- Maintain the Departmental Business Continuity Plan and MERP, updating these documents as required;
- Collate and communicate the initial assessment on impact, likely duration of the incident and act as administrative support (Using the templates provided);
- At the direction of SIMT and / or BRT, contact and liaise with emergency services as necessary;
- Contact Directors and other Departments as necessary, and keep TEO Civil Contingencies Policy Branch updated if the DBCP has been invoked as part of the MERP;
- Engage with Departmental Communications Team, and Press Office (and other key stakeholders as appropriate, for example IT and Property Management) ensuring a consistent message is communicated to all stakeholders and to seek advice on the appropriate methods/outlets for providing key information;
- Contact Work & Health and Child Maintenance Service (CMS) about the possible activation of their BCP and emergency response to external stakeholders if appropriate;

- Contact Local Government and Housing Regulation Division (LGHRD) on information emanating from the Strategic Co-Ordination Group and the Civil Contingencies Group NI. This would include receiving updates and notifying other branches of DfC lead on co-ordination of information, contact with staff, stakeholders, Media, TUS, Senior Management, and the Office of the Permanent Secretary and Minister; and

2.4 Local Government & Housing Regulation Division (LGHRD)

LGHRD is a business area within Housing, Urban Regeneration, and Local Government Group (HURLG) and are the key departmental liaison with district councils. The Department provides a civil contingencies grant to councils and funds the post of Regional Co-ordinator (RCO) who convenes emergency meetings when appropriate. LGHRD meets regularly with the RCO outside of major incidents as part of their work remit and operate a 24 hour on call rota to ensure that a Departmental representative is available if required.

LGHRD also provide the Departmental contact and nominated representative for the Civil Contingencies Group (Northern Ireland) (CCGNI). If the representative is contacted by The Executive Office (TEO) or the CCG (NI) about an imminent emergency, they will immediately contact Policy & Planning Unit during office hours (or the head of Policy & Planning if out of hours). A representative from LGHRD is also a member of the Strategic Co-Ordination Group which is convened by the RCO if an emergency arises and involves a large number of public authorities including representatives of Education Authority, District Councils, PSNI, and other Government Departments.

2.5 Civil Contingencies Group NI (CCGNI)

This Group is the principal strategic civil contingencies preparedness body for the public sector and is chaired by the Head of the NI Civil Service and comprises senior level membership from key civil contingencies stakeholders. They act as the main civil contingencies decision making body in the public sector. A Grade 7 in LGHRD is the DfC representative on this Group.

2.6 Sub-Regional Civil Emergency Preparedness Group (SCEP)

The SCEP is a sub-group of CCGNI. It was established to oversee the work of the Emergency Planning Groups (EPGs) and facilitate communication between the local level Councils and the CCG (NI). It was also formed to bring together the joint chairs from the three EPGs (these are Belfast, Northern Group and Southern Group, the latter two are made up of Emergency Planning Officers from council clusters in those areas) to enhance the uniformity of approach at a local level across Northern Ireland.

Name Redacted (LGHRD) is the DfC representative on this Group.

2.7 Management / Staff

All Business Areas have a responsibility to:

- Identify potential threats and assess the risks likely to disrupt the Department's priority functions and key services;
- Have a local Business Continuity Plan (BCP) in place to minimise disruption to priority functions and maintain key services as identified in their local BCP. Local Plans should be in place at either Director or Grade 7 as considered appropriate by the Director;
- Actively engage in training and awareness in respect of business continuity within their respective business areas;
- Ensure that all staff familiarise themselves with this DBCP and their local BCP to ensure they are aware of the procedures to follow in the event of the DBCP being activated; and
- Provide confirmation through the Certificate of Assurance process that the necessary BCP arrangements are in place and are regularly tested.

It is also important to note that separate Business Continuity arrangements are in place for Work and Health and Supporting People Groups. Although Child Maintenance Service (CMS) are part of the Supporting People Group they are responsible for their own Business Continuity arrangements.

The primary objective of Work and Health and Supporting People Groups (excluding CMS) is to pay the correct social security benefits and welfare supplementary payments to the citizens of Northern Ireland by providing a good quality service to customers that is both timely and accurate, whilst operating within the targets and resources set by the Minister. In order to ensure this aim is met and maintained, the Group must be prepared for any possible disruption which may have a detrimental effect on its operations and therefore the Groups require their own separate BCP arrangements. Business Continuity for Work and Health and Supporting People Groups (excluding CMS) is headed by a Business Continuity Director, supported by a Business Continuity Team including a Business Continuity Manager, Deputy Manager and Co-Ordinator. This team is responsible for:

- Ensuring that Work and Health and Supporting People Groups (with the exception of CMS) has effective business continuity planning arrangements in place and routinely updating these Plans;
- Taking appropriate proactive action when a corporate emergency arises.

SECTION 3 INCIDENT ASSESSMENT

This section outlines the various levels of incident categorisation, and instances when the DBCP should be invoked. It also outlines the key threats to core business and how to plan for these threats.

3.1 LEVEL CATEGORISATION

Four incident levels in the Department have been identified, and these are summarised below along with the action that should be taken for each incident level.

Incident Level	Definition	One or more of the following apply
1	Minor Incident	<ul style="list-style-type: none"> The incident is not serious or widespread and is unlikely to affect business operations to a significant degree The incident can be dealt with and closed by local business area management and / or the Emergency Services
Response/Action		Incident managed through normal operations or local Business Continuity Plans
Incident Level	Definition	One or more of the following apply
2	Minor Disruption	<ul style="list-style-type: none"> Critical business process interrupted by, for example, a false fire alarm, hoax call etc., and it is expected to be fully resolved within 4 hours Access to systems denied but expected to be resolved within 4 hours One or a number of local contingency plans activated
Response/Action		Incident managed through normal operations or local Business Continuity Plans.
Incident Level	Definition	One or more of the following apply
3	Significant Disruption (Triggers DBCP)	<ul style="list-style-type: none"> Critical business processes interrupted. Disruption likely to last for more than one working day Access to one or more sites denied for more than 24 hours Access to systems denied and incident expected to last more than one working day. Decision made by Strategic Incident Management Team to activate DBCP A number of Departments seeking to activate their BCPs
Response/Action		Permanent Secretary and the SPPSG Deputy Secretary notified – Managed through DBCP
Incident Level	Definition	One or more of the following apply
4	Major Disruption (Triggers DBCP)	<ul style="list-style-type: none"> Denial of access to the work environment, key facility, key supporting technology malfunction or loss of access to data (expected to last for several days – e.g. major malfunction, significant injuries to staff, damage to building etc.).

		<ul style="list-style-type: none"> • Critical business processes interrupted and disruption is expected to last for at least several days, and in the case of major damage to a building may require access to longer term (months or more) alternative accommodation. • Major wide scale incident in a geographical area affecting several services • Major disruption to business activities
<i>Response/Action</i>	Permanent Secretary and the SPPSG Deputy Secretary notified – Managed through the DBCP.	

As outlined at Section 2.7 above it is necessary for all DfC business areas (at either Director or G7 level at the discretion of the Director to have a BCP for the purposes of incident levels 1 and 2.

In instances where the DBCP is invoked for a level 3 or 4 incident, local BCP accountable owners, who are impacted by the incident, should consider invoking their local BCP to ensure that business as usual can be continued.

To report an incident that would merit the DBCP being invoked, a Deputy Secretary should complete an Incident Report (template attached at **Annex D**) and send (or if IT is down then relay message by telephone or in person) to the Chair of the SIMT. The report details:

- Type of incident;
- Description of impact;
- Situation report;
- Number of staff/premises affected;
- Initial actions taken and by whom; and
- Recommendation, including whether or not to invoke this DBCP.

In the event that a Level 3 or 4 incident has occurred and this DBCP is activated, the Strategic Incident Management Team is convened at the earliest opportunity at an available location (See **Annex G**).

3.2 THREATS TO CORE BUSINESS: “THE 4 PS”

Potential threats to the delivery of departmental priorities and functions must be identified and an analysis made of their potential impact. These potential threats can be grouped into four key areas and are collectively known as the ‘**4 Ps**’ as follows:

- **Loss of People:**
Threats to core business due to the unavailability of staff
- **Loss of Premises:**
Threats to core business due to the loss of accommodation
- **Loss of Processes:**
Threats to core business due to the loss of IT systems or business processes

- **Loss of Providers:**

Threats to core business due to disruption to the supply chain

To help ensure that the Departmental priorities are adequately maintained, it is imperative that Business Areas complete an impact analysis against each of the threats identified.

This should entail considering the level of service that must be provided and how that level will be maintained. **A Business Impact Analysis on each of the 4 P's should be included within each Directorate / Business Area BCP.** Sample templates for completion for each of the 4 P's are included in the Departmental Business Continuity and Framework Document (referenced in section 1.2)

3.2.1 Planning for the Unavailability of People

There are many situations when unavailability of staff may have an adverse effect on the delivery of a business unit's core business:

- Industrial action
- Staff absences
- Pandemic flu
- Adverse weather conditions
- Lack of transport

It is therefore crucial that all branches in the Department plan for the loss of staff with all plans at every level documenting how the loss of staff will be tackled. Lower level Business area plans should contain specific planning on how to maintain core business using reduced staff numbers.

3.2.2 Planning for the Unavailability of Premises

In the event of premises being unavailable, large numbers of staff may be unable to get access to the building for a variety of reasons. Individual business areas must therefore make contingency plans accordingly. This should be considered along with existing NICSHR policy.

When considering continuity planning, all business areas should identify alternative meeting places where staff can assemble if they arrive for work and are unable to get access to the building. This will avoid confusion and assist management to assess and organise a response to the situation.

Information Services & Property Management Directorate do not routinely hold alternative accommodation in reserve. Provision should therefore be made for staff with access to work laptops/mobile phones to work from alternative locations via secure remote access while being mindful of security issues. In the event of a

prolonged partial or total loss of the premises, Information Services & Property Management Directorate will be responsible for providing alternative accommodation, if required, and will liaise closely with the relevant team throughout the period of disruption.

All business areas within the Department must assess the impact upon their business that a loss of premises might cause. When doing this they should take into account the duration of the loss and plan accordingly.

Please note that all decisions to close a building should be taken at, at least Grade 7 level or by their deputy if the Grade 7 is not available. If more than one business area occupies a building then the Grade 7 from the business area with responsibility for premises should make the decision after consulting with any other Grade 7s with staff in the building, however if the reason for closure relates to the security of departmental assets, including staff. Departmental Security Unit must be consulted (DSU@communities-ni.gov.uk - Tel: [redacted] I&S [redacted]). Where evacuation of premises is advised by the Emergency Services, the building should be evacuated immediately and Departmental Security Unit informed. All security threats or incidents should be reported to Departmental Security Unit immediately as per the DFC Security Incident Handling Policy.

3.2.3. Planning for the Loss of Processes

This applies to all processes used to support and maintain core business, including internal operating processes, e-mail, or more probably the Information Communication Technology (ICT) systems. All staff involved in Business Continuity within their branch, must identify these processes and ensure that they plan accordingly.

Loss of IT systems – refer to Battle Box (see **Para 4.3** below), hard copy versions of all documents.

3.2.4 Planning for the Loss of Providers (Services delivered by providers)

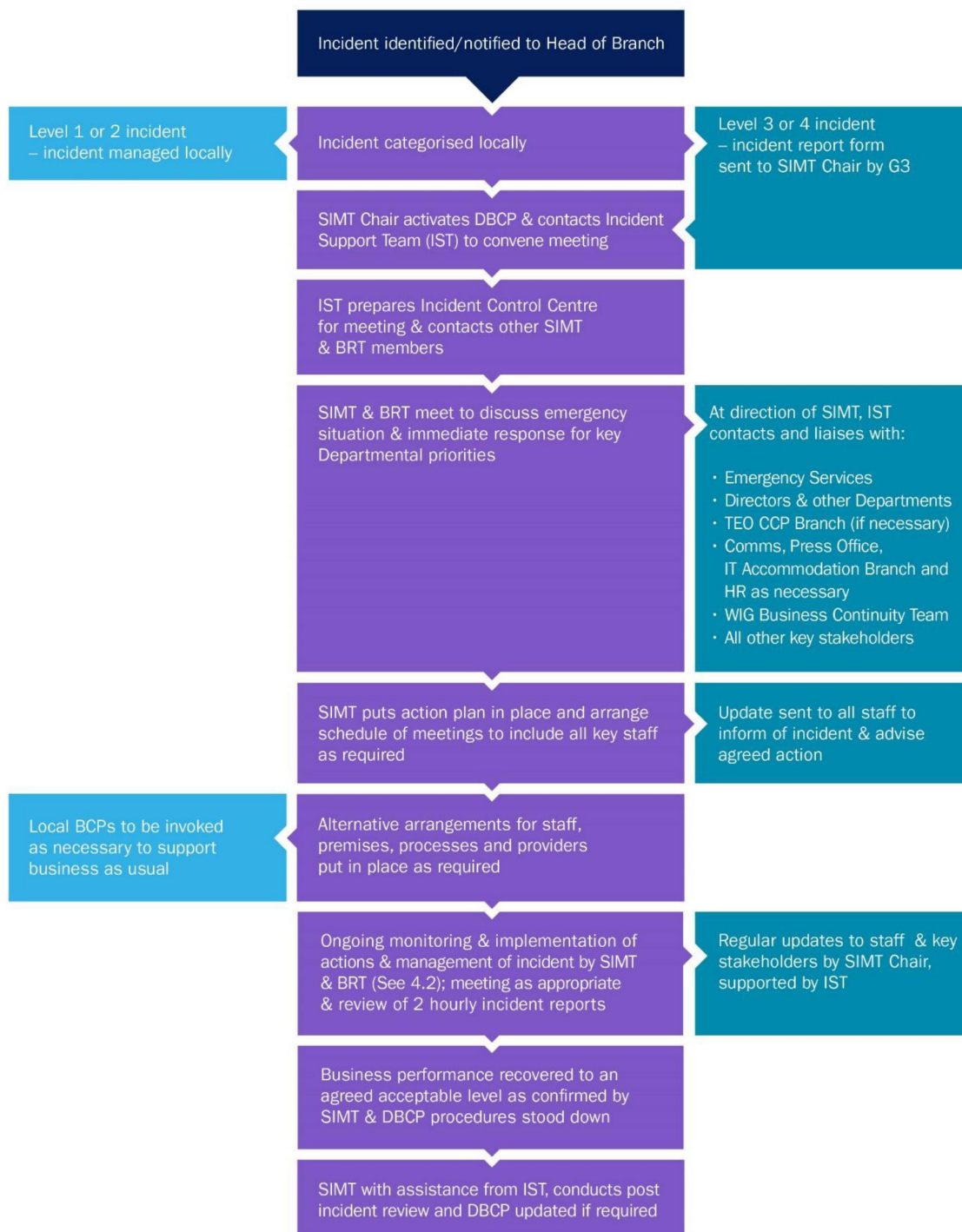
Management must ensure that business continuity is a requirement when negotiating and letting new contracts. They must assess the nature of the contract, identifying the links and interdependencies for the business process. Contingency strategies should then be developed and implemented for those risks, which might affect the continuity of business.

Business Areas should identify a list of service providers and the continuity arrangements for each.

SECTION 4 – INCIDENT MANAGEMENT

This section provides key information to assist all staff and key stakeholders to understand the processes when the DBCP has been invoked.

4.1 BUSINESS CONTINUITY FLOWCHART OF KEY ACTIONS



4.2 BUSINESS CONTINUITY CHECKLIST

This Checklist / aide memoire acts as a reminder of the key tasks involved (and the person responsible) during a level 3 or 4 incident and should be used to record possible or required courses of action, decisions taken and subsequent actions.

TASK	PERSON RESPONSIBLE	PROPOSED/REQUIRED ACTION	DECISION TAKEN (JUSTIFICATION, INITIAL, DATE & TIME)	ACTION COMPLETED (INITIAL, DATE & TIME)
Incident identified & notified to Head of Branch	Affected Business Area / Group	A senior official in the affected area of the Department to be informed of an incident. If considered necessary, evacuate building / inform emergency services immediately.		
Incident level categorisation agreed locally	Head of Branch	Assessment of incident, using the incident categorisation table in the DBCP, concluding in an Incident level 1 or 2 (manage locally) or incident level 3 or 4 (report to SIMT Chair).		
Incident report form completed and sent to SIMT Chair	Relevant Grade 3	If incident level 3 or 4, complete Incident Report Form (Annex D) immediately and send to SIMT Chair (SPPSG G3).		
DBCP activated & Incident Support Team contacted to convene meeting	SIMT Chair (SPPSG G3)	SIMT Chair to put in place DBCP procedures and request that the Incident Support Team arrange an urgent meeting with SIMT and BRT members or deputies (draft Agenda at Annex E).		
Incident Control Centre prepared for meeting and all SIMT and BRT members contacted	Incident Support Team (SPPU) (Head of SPPU if out of hours)	Incident Support Team to contact all SIMT and BRT members and prepare the Incident Control Centre, including ensuring the availability of computers and phones.		

SIMT initial meeting to discuss incident and agree immediate response	SIMT Chair	SIMT discuss and agree the immediate response and stakeholders who need informed of the incident and the recovery actions.		
At direction of SIMT, all key stakeholders contacted to advise of, and update on the incident	Incident Support Team	<p>All key stakeholders advised of current position, including (as required):</p> <ul style="list-style-type: none"> • Minister • Emergency Services • Directors • Other Departments • Communications, Press Office, Accommodation and ICT Teams • W&H Business Continuity Team (incl SP Group) • CMS Business Continuity Team • All relevant staff • All other relevant stakeholders. 		
SIMT assign responsibility to manage incident and agree a schedule of meetings and officials required	SIMT	<p>Once immediate response is agreed, relevant officials informed and recovery actions commence.</p> <p>Further schedule of SIMT meetings agreed.</p>		
Alternative arrangements for staff, premises, processes and providers agreed and put in place as required	SIMT	Interim recovery actions implemented (and longer term options considered if necessary).		
Local BCP's to be invoked as necessary to support business as usual	Head of Branch / Director	Local BCP's to be invoked to support recovery actions, in particular review of the Business Impact Assessments within the local BCP's.		

Ongoing monitoring and implementation of actions, assessment of damage and management of incident, including receipt of 2 hourly updates from affected Branches	SIMT & BRT	SIMT and BRT continue to monitor, assess and manage the incident, including ensuring regular updates are received from key recovery officials, and all affected Branches.		
Provide regular updates to staff and key stakeholders	SIMT Chair, supported by Incident Support team	Ongoing outward communication to all affected staff, including any actions required.		
Agreement that Business has been restored to agreed acceptable level and DBCP procedures stood down	SIMT	Agreement that the incident has been resolved, or has been resolved to an acceptable level to stand down the DBCP.		
Post Incident review and updating of DBCP if required	SIMT Chair & Incident Support Team	Conduct a review of the handling of the incident, sharing good and bad practice of the response; and ensure that the DBCP is reviewed and approved if considered necessary.		

4.3 INCIDENT CONTROL CENTRE

Incident Control Centres (ICC) should be established within 1 hour of DBCP being activated. The ICC is the hub of the Department's strategic response to a Level 3 or 4 incident. It is an area where key stakeholders (SIMT / BRT) can meet to exercise control and communicate with other stakeholders as required, and also acts as a private area for quiet discussion, thought and decision making without distraction.

The establishment of the ICC is on the direction of the SIMT Chair (SPPSG Deputy Secretary) and the decision will be based on the scale of the incident and the potential impact on Departmental services. During normal office hours, the room will be made available and appropriately set up by the Incident Support Team. Outside of normal working hours, the room will be set up by people as they arrive, under the direction of the SPPSG Deputy Secretary, or nominated Official.

In circumstances where the decision has been made to establish an ICC, the following facilities will be made available for the SIMT to meet (**see Annex G** for further information and **Annex J** for location maps):

- Level 9 Boardroom
- Causeway Exchange
1-7 Bedford Street
Belfast
BT2 7EG

Premises Officer –

NR	I&S
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 Extension

Irrelevant & Sensitive

If Causeway Exchange is not available, the following facility will be used:

- 2nd Floor
Conference Room
9 Lanyon Place
Belfast
BT1 3LP

Contact details – Premises Officer:

NR	Irrelevant & Sensitive
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In instances where the DBCP has been invoked and a facility outside Belfast is required, IST will contact Estate Management Branch seeking provision of an alternative location.

Please note there will be a Battle Box located at these locations for use when the DBCP is activated. This is a box in which supplies and information are stored so as to be immediately available post incident, including a copy of the DBCP, and paper & pens. There will also be access to phones and computers at all locations which will be set up the Incident Support Team or other nominated officials.

In instances where SIMT are unable to physically get together, appropriate arrangements will be made by the Incident Support Team to ensure all SIMT / BRT members can communicate

4.4 RESOURCES

Where this DBCP has been activated and relevant action plans underway, Policy and Planning Unit will provide incident support. See Annex C – Incident Support Team contact details). The Director of Central Policy Division will also ensure appropriate financial resources are available to the BRT to successfully fulfil its function.

SECTION 5 BUSINESS RECOVERY

The Business Recovery Team (contact details **Annex B**) will be tasked by SIMT to manage return of business performance to the pre incident level as appropriate. Full details of the responsibilities of the BRT are outlined at section 2.2.

5.1 RECOVERY ACTIONS

5.1.1 Damage Assessment:

With the assistance of specialist advice (such as ICT, Human Resources, and Communications Team), BRT will:

- Assess damage to building;
- Assess damage to equipment and facilities;
- Assess damage to vital records;
- Feedback information to SIMT;
- Establish recoverable equipment; and
- Keep a written record of all actions taken and decisions made

5.1.2 ICT Systems:

- Consider which network facilities are available;
- In the event of IT Systems being unavailable, BRT should contact IT Assist directly by ringing **I&S**. The full extension number is **I&S** and the external Direct Dial In number is **I&S**, during work hours, or the DfC IT Relationship Manager (see Annex B) out of hours. IT Assist have an IT Continuity Plan which will be invoked when necessary; and

5.1.3 Strategies for Recovery:

- Reorganise existing space by utilising spare rooms in alternative buildings;
- Use Risk Registers to establish a list of key priorities and reorganise timing of processes to maximise use of facilities available to the organisation; and
- Utilise the IT Assist system for senior managers to work from home or serviced offices as required.

5.1.4 Human Resources & Procurement Considerations:

- Ensure alternative sources of staff are available externally;
- Establish which internal staff are trained and able to cover jobs;
- Liaise with TUS;
- Ensure ability to purchase is available;
- Disseminate procedure for emergency procurement; and
- Redirection of mail if necessary.

All of these actions should be closed or revisited as required.

5.2 THE DBCP – POST INCIDENT

Following the resolution of a category 3 or 4 incident as outlined at Section 3.1 above, and once business performance is recovered to an agreed acceptable level the SIMT, with assistance from the Incident Support team will be responsible for:

- seeking feedback on the incident and appropriateness/effectiveness of the response; and
- updating the DBCP if required, ensuring the updated version is adequately approved and distributed to key stakeholders

SECTION 6 – ANNEXES

This section contains a list of templates, contact lists and checklists which should be useful in times when the DBCP is invoked, as follows:

ANNEX	PAGE
A Strategic Incident Management Team (SIMT) – Contact Details	24
B Business Recovery Team – Contact Details	26
C Incident Support Team – Contact Details	28
D Incident Report Template	29
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ANNEX A - STRATEGIC INCIDENT MANAGEMENT TEAM – CONTACT DETAILS

Name	Role	Responsibility	Contact Details	Deputy	Contact Details
Beverley Wall	SIMT Chair – Deputy Secretary	DfC Departmental Business Continuity, Call out relevant SIMT and BRT members, Manage Business Continuity Control Centre, Manage communications	Tel: I&S Ext: I&S Mobile: I&S PS: Name Redacted I&S Contact: Ext: I&S	Name Redacted	Tel: I&S Mobile: I&S Ext: I&S PS: NR I&S Ext: I&S
Tracy Meharg	Permanent Secretary - SIMT Member	Assembly Business, Private Office liaison	Tel: I&S Ext: I&S Mobile: I&S PS: Name Redacted PS Contact: I&S	Beverley Wall	Tel: I&S Ext: I&S Mobile: I&S PS: Name Redacted PS Contact: I&S I&S
Louise Warde Hunter	SIMT Member – Deputy Secretary	Advisor on Housing, Urban Regeneration and Local Government	Tel: I&S Ext: I&S Mobile: I&S PS: Name Redacted 028 90515217 Ext 75217	Name Redacted	Tel: I&S Extension: I&S
Colum Boyle	SIMT Member – Deputy Secretary	Advisor on Work and Health	Tel: I&S Ext: I&S Mobile: I&S PS Jeannie Hughes PS Contact: I&S I&S	Paddy Rooney (Benefits)	Tel: I&S Mobile: I&S Ext: I&S
Moirá Doherty	SIMT Member – Deputy Secretary	Advisor on Engaged Communities (Historic Environment, PRONI, Active Communities, ALB Transformation, Community Empowerment, Culture, Voluntary & Community, infrastructure Planning & Delivery Support Unit)	Tel: I&S Ext: I&S PS Laura McGuigan I&S	Iain Greenway	Tel: I&S Mobile: I&S Ext: I&S

Jackie Kerr	SIMT Member – Deputy Secretary	Advisor on Supporting People	<div>Tel: I&S</div> <div>Ext: I&S</div> <div>I&S</div> <div>PS Megan Rooney</div> <div>Contact: I&S</div> <div>Ext: I&S</div>	<div>NR</div> <div>Brenda Henderson (CMS)</div>	<div>Tel: I&S</div> <div>Mobile: I&S</div> <div>Ext: I&S</div> <div>Tel: I&S</div> <div>Mobile: I&S</div>
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ANNEX B - BUSINESS RECOVERY TEAM – CONTACT DETAILS

Name	Role	Responsibility	Contact Details	Deputy	Contact Details
NR	BRT Chair	Convene and Facilitate BRT Meeting and provide SIMT with regular updates.	Tel: I&S Mobile: Ext: I&S PS: NR Ext: I&S	Roy McGivern	Tel: I&S Ext: I&S Mobile: I&S
NR	BRT Member	Press Office	Tel: I&S Mobile: I&S Ext: I&S	NR NR	Tel: I&S Ext: I&S Mobile: I&S Tel: I&S Ext: I&S
NR	BRT Member	Communications	Tel: I&S Mobile: I&S Ext: I&S	NR	Tel: I&S Ext: I&S
Paddy Rooney (Benefits)	BRT Member	Work and Health Group	Tel: I&S Mobile: I&S Ext: I&S	NR	Tel: I&S Ext: I&S Mobile: I&S

NR	BRT Member	<p>Supporting People Group</p> <p>DfC IT Relationship Manager Advisor on ICT Service provision, Accommodation, Health and Safety, Information Management and Departmental Security. Early incident report, call out SMEs. Determine resource deployment</p>	<p>Tel: I&S Mobile: I&S Ext: I&S</p>	<p>NR (Property Management/ H&S/Security)</p> <p>NR (Departmental Security)</p> <p>NR (Information Management)</p> <p>NR (ICT Services)</p> <p>NR</p>	<p>Ext: I&S Tel: I&S Mobile: I&S</p> <p>Ext: I&S Tel: I&S Mob: I&S</p> <p>Ext: I&S Tel: I&S & Ext: I&S Tel: I&S</p> <p>Mobile: I&S</p>
Brenda Henderson (CMS)	BRT Member	Child Maintenance Service	<p>Tel: I&S Mobile: I&S I&S PS: Name Redacted PS Contact: I&S I&S Ext: I&S</p>		

NR	BRT Member	Advisor on Housing, Urban Regeneration and Local Government	Tel: I&S Extension: I&S	NR NR	I&S
Michael Willis	BRT Member	Advisor on Engaged Communities and PRONI	Tel: I&S Ext: I&S	NR	Tel: I&S Extension: I&S

ANNEX C - INCIDENT SUPPORT TEAM MEMBERS

Name	Title	Business Continuity Role	Address	Contact Numbers	Designated Deputy	Deputy Contact Numbers
NR	Grade 7 with responsibility for Business Continuity	Deputy BRT Chair	Level 8 Causeway Exchange	I&S	NR	Ext: I&S
NR	DP	Incident Support	Level 8 Causeway Exchange	I&S	NR	Ext: I&S
NR	SO	Incident Support	Level 8 Causeway Exchange	I&S	NR	Ext: I&S
The remaining Incident Support Team members to be drawn from Strategic Policy & Planning Unit staff as available on the day.						

ANNEX D - INCIDENT REPORT TEMPLATE

To be signed by G3 or relevant deputy

Type of Incident: (e.g. fire, water damage etc)		
Location:		
Date & Time:		
Description of Impact: (Including number of staff/buildings/facilities/IT systems involved, Minister informed, likely timescales etc)		
Initial Actions Taken and by whom:		
Recommendation: (To invoke DBCP, Branch BCPs or other action)		
Signed..... Date..... Time.....		

ANNEX E- DRAFT AGENDA FOR SIMT & BRT INITIAL MEETINGS

Draft Agenda for SIMT and BRT Initial Meetings

1. Emergency update – SIMT/BRT Chair:
 - Buildings;
 - Availability of staff, services and systems;
 - IT systems;
 - Sanitation;
 - Minister
2. Key issues/ immediate action –SIMT/BRT
3. Health and Safety issues
4. Legal issues (Statutory responsibilities) – SIMT/BRT Chair
5. Communications
6. Media/Public information strategy – Press Office
7. Financial Implications
8. Brief to Minister – Press Office
9. Next Steps - Activation of BRT/contact SMEs
10. AOB – Time & Place of next meeting

ANNEX F - COMMUNICATION CHECKLIST

People/Teams	To Contact?	Detail Communications Made
Chair of DfC Strategy Group	Yes / No	
Emergency Services	Yes / No	
WIG and CMS Business Continuity Teams	Yes / No	
Press Office	Yes / No	
Private Office - Minister for DfC	Yes / No	
DfC Senior Managers/Leaders	Yes / No	
NICS DfC HR Business Partner	Yes / No	
Employee Relations / Trade Unions	Yes / No	
Departmental Security	Yes / No	
Information Services (IT)	Yes / No	
Property Management/Accommodation Services	Yes / No	
External Stakeholders	Yes / No	
Contractors	Yes / No	
Service Providers (Royal Mail/Whistl etc)	Yes / No	
NI Direct	Yes / No	
Any Others	Yes / No	

ANNEX G - NOTIFICATION TO ESTABLISH THE INCIDENT CONTROL CENTRE

Control Centre Open

When the Control Centre is opened, an e-mail should be sent to:

- DfC Directors
- Civil Contingencies Policy Branch (CCPB) in TEO
- Other Departments (as appropriate)

Suggested content of the email has been outlined as follows:

OPENING OF THE DfC CONTROL CENTRE

This is to inform you that the Department for Communities has established its Incident Control Centre in response to.....

The Control centre will be open from to

The SIMT and Incident Support Team is operating from [insert venue] and can be contacted at:

Telephone

Irrelevant & Sensitive

Mobile phone

E-Mail

SPPSG.Support@communities-ni.gov.uk

The public can obtain information from the above email address or telephone

I&S

I&S

ANNEX H - SAMPLE MESSAGE TEMPLATES

Desk Immediate – by email[^]

From: Wall, Beverley

Sent:

To:

Subject: ***DESK IMMEDIATE*** - Business Continuity -

Dear All

Given the impact of the recent high level incident {name incident}, we will be operating a **two hourly situation report** to assess the impact on our business.

Commencing at 10.30am, please provide information every two hours regarding the following:

- Number of staff unable to come to work/absent from work;
- Any power, IT, or telephony issues;
- Any structural issues;
- Any issues reported by ALBs that you have responsibility for; and
- Any other relevant information or risks.

Please respond to the DfC SPPSG mailbox, SPPSG.Support@communities-ni.gov.uk copied to your Grade 3

Regards

Beverley

**Beverley Wall | Deputy Secretary | Strategic Policy & Professional Services
| Department for Communities**

Level 9 | Causeway Exchange | 1-7 Bedford Street | Belfast | BT2 7EG

Contact: * beverley.wall@communities-ni.gov.uk | (Tel: I&S) | (DD:

I&S)

[^] If e-mail is not available then other communication method to be used.

ANNEX I – INCIDENT LOG TEMPLATE

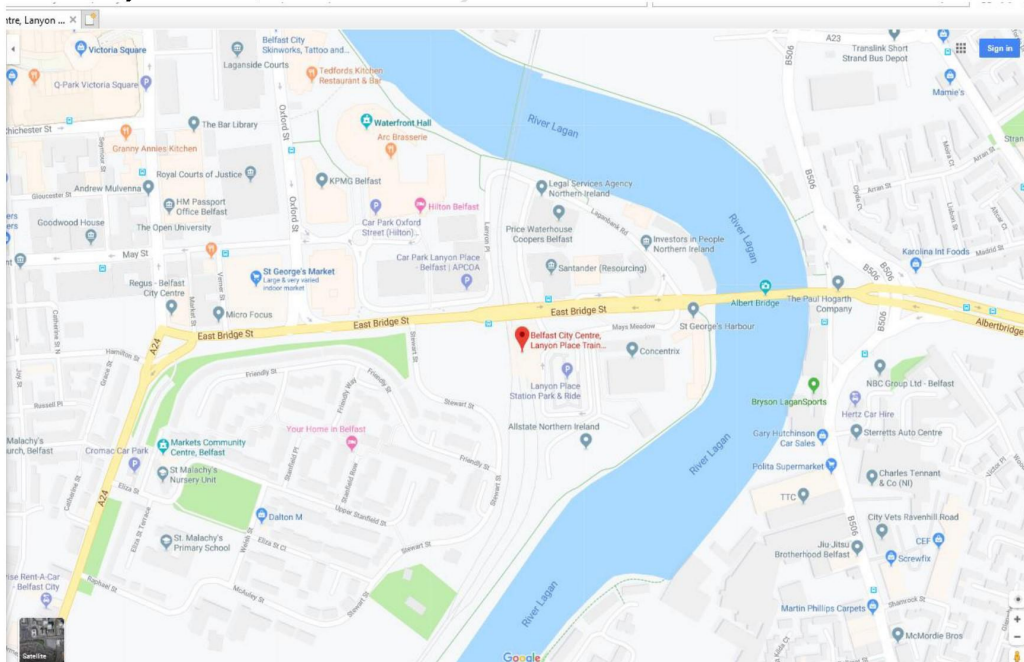
TIME	DESCRIPTION OF INCIDENT	ACTION TAKEN (IF ANY)

ANNEX J – LOCATION OF THE INCIDENT CONTROL CENTRES (MAPS & DIRECTIONS)

Causeway Exchange, Howard Street, Belfast



Nine Lanyon Place, Belfast



ANNEX K – GLOSSARY OF ACRONYMS

- **DMB – Departmental Management Board**
- **DBCP – Departmental Business Continuity Plan**
- **SPPS Group – Strategic Policy & Professional Services Group**
- **WH Group – Work & Health Group**
- **SP Group – Supporting People Group**
- **ECG – Engaged Communities Group**
- **HURLG – Housing, Urban Regeneration & Local Government Group**
- **SIMT – Strategic Incident Management Team**
- **BRT – Business Recovery Team**
- **BCP – Business Continuity Plan**
- **MERP – Major Emergency Response Plan**
- **IST – Incident Support Team**
- **LGHRD – Local Government & Housing Regulation Division**
- **CCGNI – Civil Contingencies Group Northern Ireland**
- **EPG – Emergency Planning Group**
- **RCO – Regional Coordinator**
- **TEO – The Executive Office**
- **SCEP - Sub-Regional Civil Emergency Preparedness Group**
- **SPPU – Strategic Policy & Planning Unit**
- **ICC – Incident Control Centre**
- **CCPB – Civil Contingencies Policy Branch**