



Frodsham Town Council Disaster Recovery Plan

1. Introduction

- 1.1. Disaster, by its nature, can occur at any time without warning and prevent the Council from continuing its normal functions. All of us who work for the Council need to be aware of the consequences of major & serious incidents. If the worst happens, FTC should be in a position to recover from it with the minimum of delay, disruption and cost
- 1.2. This document defines how we can plan for, and deal with, such incidents.
- 1.3. Effective communication is usually key to managing such events.

2. Aims & Objectives

- 2.1. *The Aim* of the Recovery Plan is to ensure that the Council's critical functions & front-line services (see Annex 1) are reinstated as soon as possible and a viable action plan for full restoration is in place.
- 2.2. *The Objectives* of the Recovery Plan are:
 - a) To define the organisational structure required to manage recovery;
 - b) To identify the necessary urgent/immediate actions;
 - c) To identify the short-term measures necessary to replicate/reinstate essential systems; and
 - d) To identify the medium & long-term measures needed to achieve full operational capability

3. Who Does the Plan Affect?

- 3.1. The Recovery Plan is designed for use by employees and councillors of FTC.

4. Communication

- 4.1. In the event of an emergency, the Town Clerk will commence telling councillors the situation. Councillors will have a copy of the Council "Communication Tree" card (see Annex 7) at home or in their mobile phones, and will pass messages on without delay.
- 4.2. Each Councillor has at home copies of these procedures, key contact names and numbers.

5. Current Position

- 5.1. *Accommodation* consists of the office and storeroom situated in Castle Park.
- 5.2. *ICT*: FTC operates Cloud technology, facilitated by Medhurst (NW) Ltd, its ICT provider. If hardware is unable to function, the Town Clerk will liaise with Medhurst to provide alternative access to those of Medhurst or another stakeholder in FTC's business.
- 5.3. *Data Storage*: Data is held in accordance with FTC's Data Retention and Security Policy Annex B (approved by FTC on 24 July 2006)
 - a) A copy of essential electronically held data is retained in the Cloud (see above).
 - b) Copies of essential/historical paper documents/files are held at off-site secure sites.
- 5.4. *Website*: Electronic files are held on the Cloud: FTC's website is hosted through its ICT partner, Medhurst.

6. Risks: Probability & Impact

- 6.1. The level of risk to FTC's operations in the event of a disaster depends on its seriousness:
 - a) *Major Incidents* are those which render the computer system and all means of communication unusable, viz:
 - ◆ *Terrorism*: The possibility of a direct threat to FTC's office building and/or its contents is extremely remote.
 - ◆ *Aeroplane crashing into office building*: Frodsham is on the flight path of aircraft flying to/from Liverpool. The occurrence of a crash, although improbable, is possible.
 - ◆ *Fire/Arson* is more likely than an aeroplane crash. However, the building is equipped with fire extinguishers and a smoke alarm that alerts the Fire Service in the event of an incident. The equipment is maintained by the landlord.
 - ◆ *Catastrophic Failure of Equipment (inc 'Cloud' technology)*: The likelihood is low. FTC's Internet Service Provider (ISP) has a full disaster recovery solution in place and the Council is assured of continuity of provision of access to data via alternative routes. Four-

hourly backups of data ensure quick reconstruction of records in the (unlikely) event of such failure.

- ◆ *Insolvency of ISP:* Medhurst (NW) Ltd, incorporated in 2004, is financially sound with a sizeable customer base and unlikely to 'go bust'. However, the Council is assured that were the ISP to stop operations without notice, loss of access to data would be for the short-term and any administrator would make it a priority to ensure that the data network service - a valuable asset - was maintained.

b) *Serious Incidents* are those which impair the Council's ability to conduct its normal business without causing complete destruction of data and means of communication, viz:

- ◆ *Flooding:* There is a possibility of burst pipes and/or a leaking roof.
- ◆ *Failure/Sabotage of Hardware/Software, Telephone Lines or Power:* Possibility of sabotage is minimal. FTC's Risk Management Policy endeavours to minimise accidental damage to equipment. The supply of utilities, in view of their past performance, is considered to be stable with a minor risk of failure of lines,
- ◆ *Break-in/Theft/Burglary:* The risk is considered to be low. The Office is equipped with intruder detection, which is tested regularly by the landlord.
- ◆ *Long-term Illness/Death of Employee/Member:* With only two employees with a clear division of tasks and only one councillor with responsibility for FTC's website, the risk of disruption to service provision (in the event of death/illness) is considered to be likely, albeit with medium probability in view of general good health of personnel involved.
- ◆ *Structural damage to Office building:* There is a 'remote' possibility that the building may be damaged by a falling tree, lightning strike or subsidence.

7. Recovery Strategy

7.1. *Assumptions:* The Strategy assumes

- a) A worst-case scenario where critical information systems & resources are destroyed.
- b) That FTC's policies & procedures relating to document/data management and health & safety are being applied.
- c) That an up-to-date inventory of FTC's ICT equipment is available (see ICT strategy)

7.2. *Incident Management:* The Council will ensure that councillors & employees:

- a) Are aware of, and understand, the requirements of this Plan; and
- b) Have an unambiguous understanding of their roles and their individual & collective responsibilities in the event of an incident.

8. Recovery Plan

8.1. *Accommodation:* In the event of a major incident (a disaster that renders the office unusable), the Council office will relocate to suitable rented accommodation equipped with adequate ICT facilities for the conduct of high priority functions (Annex 1)

8.2. *Incident Management Team (IMT):* In the event of an incident resulting in the loss of all or some of FTC's critical functions, the IMT will assemble and will remain in operation for the duration of the emergency. The IMT Leader will have delegated powers to declare an emergency and to decide which elements of the Recovery Plan should be invoked.

8.3. *Initial Activation*

- a) *During Office Hours:* In the event of an emergency occurring during normal office opening hours, the Town Clerk/Office Manager will activate the Recovery Plan.
- b) *Out of Office Hours:* In the event of the IMT Leader being informed of the occurrence of an incident out of office hours, he/she will activate the Recovery Plan.

8.4. *Initial Evaluation:* The IMT Leader will

- a) Arrange to place the other members of the IMT on stand-by;
- b) Visit the site (if not already there) and evaluate the extent of the damage to the property and its security to assess the need for full activation of the Recovery Plan; and
- c) Either do nothing, or activate the Recovery Plan - depending on result of evaluation.

8.5. *Full Activation:* The IMT Leader will:

- a) Organise an urgent meeting of the IMT at an appropriate location;
- b) Open an Events Log (to include Date, Time, Description of Event & Action Taken);
- c) Inform the Insurance Company; and

8.6. IMT's First Meeting: The Team will consider:

- a) *The problem:* Extent of disruption, its impact and the probable implications for the foreseeable future;
- b) *Action Plan:* Team members' action plan for the "next three hours" (Annex 3.1); and
- c) *Next Meeting:* Arrangements for the next meeting (three hours later).

8.7. IMT's Second Meeting:

- a) The Team will consider progress and agree objectives for the next 24 hours (Annex 3.2).
- b) The Team Leader will assess need for any additional help and may call on any available councillor to "share the burden of the next 24 hours".
- c) The Team will agree arrangements for the next meeting (24 hours later).

8.8. IMT's Third Meeting & Subsequent Meetings: The Team will:

- a) Consider progress and agree objectives for the next period (Annex 3.3); and
- b) Update the Re-instatement Plan.

8.9. Further Meetings: The Team will meet at the end of the agreed period to review progress and consider the need for further action/meetings till normal working is achieved.

8.10. Final Step: The IMT will produce an Incident Report within two weeks of resumption of full service provision.

9. Expenditure

- 9.1. The Town Clerk will authorise any expenditure needed to make the site safe & secure and to prevent injury to people & further loss/damage of Council's assets/property.
- 9.2. Expenditure of larger amounts (eg for long-term hire of alternative accommodation or replacement of expensive equipment) will be authorised by the Chairs of the Council and Policy & Process Committee.
- 9.3. The IMT will maintain a Record of Financial Transactions as per Annex 5 and inform the insurance company as appropriate.

10. Testing the Plan

- 10.1. The plan will be desk - tested every year.
- 10.2. A record of tests will be maintained.

11. Review & Maintenance of the Plan

- 11.1. Effectiveness of this Plan will be assessed following the test and any necessary changes will be made in the light of findings.
- 11.2. The Plan will be reviewed in three years from the date of adoption, or earlier if FTC's operational circumstances change.

Annex 1 - Critical Functions & Front-line Services

Function	Response				
	Immediate	Within 24 Hrs	Within 7 Days	Within 30 Days	
1	Responding to applications from members of the public				
	i.	Requests for information		✓	
	ii.	Reports of damage to Council's property	✓		
	iii.	Requests for grants			✓
	iv.	Requests for appointments with staff/councillors	✓		
2	Providing interment facility				
			✓		
3	Ensuring safety (risk to public health) & security (risk from criminal damage) of Council's property				
	i.	Allotments	✓		
	ii.	Bus Shelters	✓		
	iii.	Cemetery	✓		
	iv.	Footpaths	✓		
	v.	Playing Fields	✓		
	vi.	Open Spaces (Crowmere Lake, Hob Hey Wood, Manley Road Copse, Marl Pits, Marshland Tree Garden & Memorial Field)	✓		
	vii.	Street Furniture (Seats, Plaques, Notice Board, Signs & Litter Bins)	✓		
	viii.	War Memorial	✓		
4	Dealing with Planning Applications				
				✓	
5	Liaising with the PCSO				
			✓		
6	Managing of Finances				
	i.	Staff Salaries			✓
	ii.	Payment of Bills & Receipt of Income		✓	

Annex 2 - Roles & Responsibilities

1 Incident Management Team (IMT)

- Town Clerk (IMT Leader)
- Office Manager
- Chair of Policy And Process and Chair of Council

2 Responsibilities

- *The Team Leader* has delegated powers to:
 - Authorise implementation of the Recovery Plan to enable resumption of service provision; and
 - Delegate tasks to individual or groups of Team Members to ensure effective recovery action.
- *The Team* is answerable to the Team Leader and is responsible for:
 - Establishing an “operations area”;
 - Assessing the extent of damage, and its impact on service provision;
 - Prioritising replication requirements;
 - Arranging alternative office accommodation (if appropriate);
 - Liaison with statutory bodies, emergency services & utility providers (as appropriate);
 - Initiation of legal compliance with Health & Safety regulations by conducting a risk assessment and implementing measures to:
 - Prevent loss of life or injury to people,
 - Prevent Further loss of or damage to property & resources,
 - Make the site secure & safe;
 - Initiating salvage (Annex 4);
 - Ordering and/or replacing, as necessary, vital ICT equipment and other damaged supplies (stationery etc) for delivery of priority services (Annex 1);
 - Monitoring and controlling the expenditure arising from recovery actions;
 - Reporting details of damage and progress of recovery actions to the Chair/Deputy-chair;
 - Disseminating relevant information to the public via the news media; and
 - Organising the return to “normal working” when the emergency is over.

Annex 3 – Action Plan

1. First Three Hours

Action		Lead Responsibility
1.1	Identify & agree a suitable location (on or off-site) for use as an Operations Centre	IMT
1.2	Supply contact details of Operations Centre to emergency services, public utilities, employees, councillors, clients and insurance company (as appropriate)	IMT Members assigned by the Leader
1.3	Inform the public via the news media (Notice board, newspapers, radio)	
1.4	Undertake a detailed assessment of the site to establish: <ul style="list-style-type: none"> ◦ Which, if any, services can be provided immediately? ◦ Which, if any, services can be provided with minimal remedial action? ◦ Provision of which, if any, services cannot be resumed within one week/month? ◦ How long will it take to make the office habitable? ◦ How much office space (alternative accommodation) is needed to provide Priority 1 services? 	
1.5	Decide a strategy for full/partial re-occupation of the office & store room	
1.6	Organise a risk assessment to ensure: <ul style="list-style-type: none"> ◦ Safety of people ◦ Security of site ◦ Prevention of further loss of equipment, supplies or data 	
1.7	Consider salvage options and prepare a Salvage Plan	
1.8	Prepare Re-instatement Plan for provision of services identified as Priority 1	
1.9	Contact network & utility providers for re-instatement of ICT networks as appropriate	
1.10	Make a detailed report of findings & proposed immediate action to the IMT Team. Chair of Council will then update council and media.	
1.11	Update Events Log	

Annex 3 – Action Plan (Continued)

2. Within Next 24 Hours

Action		Lead Responsibility
2.1	Start implementation of the Re-instatement Plan (1.9 above). If relocating to an alternative site, consider: <ul style="list-style-type: none"> ◦ Contacting site provider ◦ Transport arrangements ◦ Salvage & storage of vital documents, re-usable equipment ◦ Arrangements for employees' welfare 	IMT Members assigned by the Leader
2.2	Agree schedules of re-instatement of ICT networks & utilities with suppliers as appropriate,	
2.3	Agree equipment & supply delivery schedules with suppliers as appropriate	
2.4	Monitor progress of assigned actions	IMT Leader
2.5	Initiate the Salvage Plan (1.8 above) and arrange temporary storage as necessary	
2.6	Initiate the Record of Financial Transactions (Annex 5) for expenditure on recovery (needed for the purpose of insurance claim)	
2.7	Arrange re-direction of incoming post	IMT Members assigned by the Leader
2.8	Ensure operability of electronic data back-up arrangement	
2.9	Prepare Re-instatement Plan for provision of remaining services in priority order	
2.10	Make a report of progress to the Chair/Vice-chair of the Council	IMT Leader
2.11	Update Events Log	

3. During Next Month & Beyond (as appropriate)

Action		Lead Responsibility
3.1	Continue to inform the public via the news media (newspapers, radio, notice board)	IMT
3.2	Continue to maintain the Record of Financial Transactions	
3.3	Continue to monitor progress of recovery action. Consider access, alarm systems, electricity, fire detection, heating, ICT provision, office supplies, site safety & security and water supply	
3.4	Continue to monitor progress on service provision	
3.5	Continue with implementation of the Salvage Plan and temporary storage as necessary	
3.6	Maintain contact with the insurance company	
3.8	Continue to update Events Log	

Annex 4 - Salvage

- 1 **Safety:** Apart from the obvious and visible damage, those involved in the salvage process need to be aware of, and take steps to prevent/minimise:
 - *Health & Safety hazards*, eg chemical contamination, live electricity supplies, clean-up materials used in fighting a fire (water, halon, foam, dry powder)
 - *Deterioration of materials through high humidity or chemicals:* Hydrochloric acid arising from the combustion of PVC can penetrate concrete in wet conditions and cause corrosion of reinforcing steel and other exposed metal surfaces. The corrosive product/chloride contamination needs to be removed to restore the item to full functionality and prevent further deterioration.
 - *Dirt & Contamination* can spread from damaged parts of a building to clean parts.
 - *Theft* from the damaged building.
 - *On-going damage* from wind and rain.
 - *A repeat attack* if damage was caused deliberately.
- 2 **Entry to Buildings/Rooms**
 - Do not enter any damaged building until it has been declared safe by the Fire Service and the Health & Safety Executive adviser.
 - Allow only authorised personnel wearing appropriate protective clothing to enter
 - Cut off all power supplies to the damaged area.
 - Cut off the water supply to leaking pipes
 - Check for hazards.
 - Make damaged structures safe: erect safety barriers & hazard signs and identify 'walk routes'
 - Identify and protect any obvious evidence of deliberate damage.
 - Protect undamaged equipment: cocoon in polythene.
- 3 **ICT Equipment:** A hot, moist environment creates conditions suited to heavy contamination and makes it vital that salvage begins no later than 24 hours after the incident. Un-powered equipment will resist corrosion for a longer time in warm, dry conditions. However, it should not be assumed that equipment is a total loss because of a delay and salvage should be attempted.
 - Ensure that all power is turned off and disconnect equipment from power supply.
 - Protect undamaged equipment (cocoon or remove carefully).
 - Water-damaged Equipment: To prevent short-circuiting & corrosion:
 - Remove or isolate all power, including battery back-up supplies.
 - Tilt equipment so that water runs off the circuit boards and out of the equipment
 - Carefully remove portable equipment to a clean dry area
 - Cover any items that cannot be moved with plastic sheeting to protect from falling water
 - Ventilate the affected area to speed-up the drying
 - Remove wet objects that will retain water, such as carpets, curtains and paper.
 - Use dehumidifiers to remove moisture from affected areas
 - Fire-damaged equipment: Electronic equipment can stand heat up to 700^oc if switched off (residual paint on metal parts & un-melted plastic parts are signs of recoverable equipment).
 - Ventilate the building as soon as possible to disperse smoke & other contaminants.
 - Remove or isolate the power including battery back-up supplies.
 - Lower relative humidity to minimise corrosion without over-heating the equipment (fan heaters used with dehumidifiers will help).
 - Cover items that cannot be moved with plastic sheets & place dehumidifiers under the sheets
 - Remove surface dust/debris/soot with brush or vacuum cleaner. :
 - Get qualified engineer's advice/help for fire, smoke, water or chemicals-damaged equipment..

4 **Documents:** Retrieval can be unpleasant (wet/smelly paper), hazardous (polluted water/dust), logistically problematic (separating wet sheets and collating them correctly when dry) and physically difficult (soggy paper is heavy & tends to mould in warm/damp conditions). Successful recovery depend on prompt remedial action, viz:

- Prevent uncontrolled drying or crumbling by keeping documents closed. Wrap them in cling film and store them in boxes to aid handling & identification.
- If possible, freeze the documents to prevent mould and to protect them against damage while handling. Consider renting a commercial frozen food trailer.
- Get professional advice/help as soon as practicable.

5 **Resumption of Operations**

- Ensure safe, controlled access.
- Protect from inclement weather.
- Recover usable materials and dispose of waste.
- Arrange temporary storage of undamaged/damaged equipment and records.
- Arrange for safe temporary power supplies.
- Provide ventilation to aid drying.
- Maintain an inventory of equipment damaged/lost and replaced/repaired.
- If appropriate, arrange for demolition and site clearance

Annex 5 – Risk Management Matrix

In compiling risk registers, it is helpful to categorise risks to ascertain their relative priority.

We do this by means of considering impact and likelihood, both on a scale 1-5.

The two figures are then multiplied together to give a score (between 1 and 25).

This translates into a “colour” on the following scale;

1-6	Green
7-15	Amber
16-25	Red

In many cases it will be necessary just to note green risks.

In other cases a plan will be included in the risk assessment to mitigate. The potential actions are to accept the risk, to avoid the risk by changing proposed actions, or to reduce the risk by taking further actions.

Annex 7 - Communications Tree *(See card provided to Councillors from time to time)*

Other possible calls to be made by Town Clerk

- CWAC
- Emergency accommodation
- Press
- Medhurst
- PCSO
- Frodsham Foundation

Other possible numbers to call

- Frodsham Bee
- Chester Chronicle
- Fire
- Police Station
- Countess of Chester Hospital
- Frodsham Foundation