

**MERSEYSIDE FIRE & RESCUE SERVICE**



**BUSINESS CONTINUITY MANAGEMENT PLANNING**

**STRATEGIC PLANNING DEPARTMENT**

**February 2006**

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## **BUSINESS CONTINUITY MANAGEMENT PLANNING**

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## BUSINESS CONTINUITY MANAGEMENT

### **Part One**

### **Business Continuity Management Policy and Process.**

#### **Purpose of the Plan**

##### **1. Introduction.**

Business Continuity Management has been implemented to allow Merseyside Fire & Rescue Authority to operate in the event of any incident (Herewith an occurrence, event or incident will be deemed to be called and Incident) that affects its normal business and meets its obligations under the Civil Contingencies Act 2004. This Business Continuity Procedure establishes an operational framework for proactive resilience to disruption, interruption or loss in supplying Merseyside Fire & Rescue Services. Business Continuity Management is an ongoing process of risk assessment and management with the purpose of ensuring that MFRA can continue to operate if risks materialise. Business Continuity Management should not be in reaction to an incident, but a planned response, requiring planning across all facets of the organisation. The procedures and responsibilities contained within this Procedure have the full support of the Merseyside Fire & Rescue Authority and Corporate Leadership Team (CLT), as MFRA resilience depends equally on its managers and operational staff, as well as on technology.

##### **2. Purpose**

Every year some 20% of organisations suffer a major disruption through, fire, flood, storm, terrorism, power or ICT failure.

This document will enable MFRA to identify the impact of potential losses arising from such incidents, to formulate and implement viable continuity strategies, and to develop continuity plans which will ensure continuity of Merseyside Fire & Rescue Service in the event of an incident.

This overarching Procedure links to Business Continuity Plans for all departments. These plans are a documented collection of procedures and information that are developed, compiled and maintained in readiness for use in an incident, not to be confused with Disaster Recovery, which is the enactment of the selected Business Continuity Plan in reaction to an incident.

Part of Business Continuity Planning will be a requirement to conduct a Business Impact Analysis for all departments within Merseyside Fire & Rescue Service. To assess the quantitative (e.g. Financial and Service levels) and the qualitative (e.g. operational, reputation, legal and regulatory), impacts and loss resulting from a major incident. To conduct a Business Impact Resource Recovery

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Analysis that will assist in identifying the minimum level of resource required to enable recovery for each department. i.e. Laptops, Mobiles phones etc

### **3. The plans address. (See separate Appendix of departmental Business continuity Plans BCP)**

- Total loss of any Merseyside Fire & Rescue Service Department.
- Significant/partial damage to any Merseyside Fire & Rescue Service Department.
- Significant/partial Failure of the Information Technology system.
- Loss of /damage to information/data
- Loss of/disruption to primary utilities.
- Loss of staff/Pandemic.
- Loss of suppliers.

### **4. Activation.**

The appropriate sections of this procedure and the associated departmental plan(s) will be activated by the Strategic Management Team in the event that any one or more of the events listed in (3.0) above occurs.

### **5. Plan Ownership**

The Merseyside Fire and Rescue Authority supported by the Corporate Leadership Team fully support Business Continuity Management and recognise that in any incident where the procedure and subsequent plan(s) are evoked, tough decisions will need to be made, which this procedure will assist in providing the framework. Signed by Chair of the Authority and the Chief Fire Officer for Merseyside Fire and Rescue Service..

Authority Chair . \_\_\_\_\_

Chief Fire Officer \_\_\_\_\_

Date \_\_\_\_\_

## 6. Accountability, Roles and areas of Responsibilities and Authority

### 6.1 The Role of the Strategic Management Team

The role of the Strategic Management Team is:

To take strategic decisions involved in restoring Merseyside Fire & Rescue Service business at the onset of an incident until it is controlled, contained or the relevant departmental business continuity Plan(s) have been enacted.

To ensure that communication is made and maintained with key partners and the media to minimise any potential negative impact for Merseyside Fire & Rescue Service.

Once the situation has been assessed and appropriate strategic decisions have been made as to the extent and response to the incident, then the Strategic Management Team (SMT) would devolve responsibility for the incident to the Business Recovery Team (BRT), who will implement such decisions made by the SMT, The SMT will retain overall responsibility for the execution of departmental plans.

### 6.2 The Structure of the Strategic Management Team (SMT)

Role	Name	Deputy
CFO	Tony McGuirk	DCFO/ACFO
DCFO	Mike Hagen	ACFO
ACFO	Bill Evans	TBA
Exe Dir of Finance & ICT & Procurement	Kieran Timmins	TBA
Exe Dir of Law & HR	Dave Wright	TBA
Corporate Communications	Peter Rushton	TBA

### **6.3 The primary issues for SMT to decide are:**

- Which ever Business Continuity Plan(s) should be implemented;
- The timing and extent of any period of Business Continuity Plan(s) implementation;
- Continued service delivery
- Maintaining Merseyside Fire & Rescue Service reputation and brand image.
- Maintaining public, stakeholder and regulatory confidence & trust
- Demonstrating effective & fit for purpose business continuity management and governance is in place to the media, customers, stakeholders and regulators.
- The limitation and where possible the prevention of the impact on Merseyside Fire & Rescue Service of an incident.
- Minimisation of the impact of an incident on Merseyside Fire & Rescue Service stakeholders by providing continuity of services, products and resources.
- The establishment of a clearly predefined and documented strategic management response following an incident.
- The demonstration to stakeholders that Merseyside Fire & Rescue Service has a Business Continuity management capability.
- Clearly defined Business continuity management roles and responsibilities, accountability and authority.
- The clearly defined, effective and fit for purpose procedures to deal with the management of an incident (Business Continuity Plan) that includes evacuation, liaison with other emergency services, internal and external communications, coordination of the response to the incident and escalation.

The SMT Shall convene when ever a incident is deemed likely to impact upon the ability of Merseyside Fire & Rescue Service to provide its services, products or resources (see 3.0). The Strategic Management Team member(s) on duty, or in their absence, one of the deputies, as listed in 6.2. Shall in consultation with the Business Recovery Team member(s) (see 6.6) on duty, implement the relevant departmental business continuity plan(s) and make such decisions to minimise the impact and to prevent further disruption to Merseyside Fire & Rescue Service, products, and resources as are deemed necessary.

The SMT shall be responsible for instigating the opening of a “Gold” command to manage the incident and shall monitor and provide updates to the Authority and to Corporate Leadership Team to enable them to be as fully informed as possible of circumstances, events and actions proposed and taken.

#### 6.4 The Business Recovery Team (BRT).

The BRT shall manage implementation of the relevant departmental business continuity plan(s); Support and co-operation will be drawn from other Merseyside Fire & Rescue Service departments as appropriate.

Contact details of the Strategic Management Team and Business Recovery Team are listed in “ Annex A”.

#### 6.5 The Role of the Business Recovery Team (BRT)

The role of the Business Recovery Team is to implement any strategic decisions made by the Strategic Management Team and deal with the detailed issues involved in activating the business continuity plan(s), and to restoring the normal running of Merseyside Fire & Rescue Service as quickly as possible. Whilst the Strategic Management Team return to their strategic roles, whilst being kept informed of the progress of the Business Continuity Plan(s), and are also advised, by the BRT, of any developments where Strategic Management Team decisions may need to be amended or augmented prior to being implemented.

#### 6.6 The Structure of the Business Recovery Team

Role	Title & Name	Deputy
Recovery Team Leader	ACFO Bill Evans	TBA
Strategic Planning	Director of Strategic Planning Deb Appleton	TBA
Operational Planning	Director of Operational Planning Brian Locke	TBA
Service Delivery	Director of Service Support Ken Peek	TBA
ICT Manager	ICT Relationship Manager George Wood	TBA
BCM Manager	TBA	TBA
Marconi Manager	Colette Russell	TBA
CLT Member(s)	As Required	TBA
Dept Manager(s)	As Required	TBA
Dept Team(s)	As Required	TBA
Contractors	As Required	TBA

## **6.7 Roles and Responsibilities of Strategic Management Team (SMT).**

### **6.7.1 Chief Fire Officer (CFO)**

Overall responsibility within Merseyside Fire and Rescue Service for Business Continuity Management and the subsequent Business Continuity Plan(s) (BCP) for each department and Business recovery management.

- Ensure the commitment of the Corporate Leadership team to the Business Continuity Management process.
- Declare the activation of the relevant Business Continuity Plan(s) (BCP), in association with the SMT.
- Declare cessation of activities under the BCP in association with the SMT.
- Chair the Strategic Management Team. (SMT)
- Provide strategic guidance on the recovery process to the Business Recovery Team (BRT).
- Oversee the recovery process.

### **6.7.2 Deputy Chief Fire Officer (DCFO)**

Responsible for Championing the Business Continuity Management process within the Corporate Leadership Team, and ensuring the plan satisfies best practise and Merseyside Fire & Rescue Service business need.

- Act as champion for the Business Continuity Management Process with the Corporate Leadership Team.
- Provide guidance and advice to the CFO as a member of the Strategic Management Team.
- Ensure communications with other agencies/partnerships are maintained and developed.
- Deputising for the CFO in Strategic Management Team.
- Co-ordinate essential functional and area work activities.

### **6.7.3 Assistant Chief Fire Office (ACFO)**

Responsible for providing advice and guidance as part of the Strategic Management Team.

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- Provide advice and guidance to the CFO (or Deputy) as part of the Strategic Management Team.
- Formulate advice and guidance for staff for implementation by the Business Recovery Team.
- Act as link with outside organisations/individuals.
- Deputise for the CFO or DCFO as part of the Strategic Management Team.
- Recovery Team leader

### **6.7.4 Corporate Communications.**

Overall responsibility for communication in the event of an incident.

- Provide advice to the CFO (or deputy) as part of the Strategic Management Team.
- Co-ordinate all information being given to staff, key partners, sponsor departments and the general public.
- Provide advice and guidance on media handling issues to the CFO (or deputy) as part of the Strategic Management Team.
- Ensure appropriate handling of the media during an incident.

### **6.7.5 Executive Director of Finance, ICT & Procurement.**

- Responsible for providing advice and guidance to the SMT on Financial, ICT and Procurement issues.
- Provide advice and guidance to Business Recovery Team leader.
- Provide Business Continuity Management Budget as required by the nature of the incident.
- Responsible for authorisation any necessary changes in the way in which financial issues are managed, during the incident and in the recovery period.

### **6.7.6 Executive Director of Law & Human Resources.**

Responsible for providing advice and guidance to the SMT on Law and Human Resource issues.

- Provide advice and guidance to Business Recovery Team leader
- Provide advice and guidance to Corporate Communications and Officers in relation to dealing with the media

- Responsibility for dealing with all legal queries and issues arising from the incident.

## **7. Notification, Activation and Escalation.**

### **7.1 Within Office Hours**

#### **7.1.1 Notification.**

In office hours the initial notification of an incident (see 3.0) would be through the existing emergency arrangements for each site, whether that is FSHQ, Training & Development Academy (TDA), MaCC or an operational Fire station etc, notified by either the emergency alarms e.g. fire and bomb alerts (see SOP [OPS0153 Bombs & Incendiary Devices](#)) or via internal/external communication in the event of a pandemic, cloud burst or flood alert. The Duty Principal Officer (DPO) will coordinate the initial response to the incident and instigate the cascade framework and facilitate the deployment of the Business Recovery Team.

The priority at this time would be to ensure the safety of all staff and visitors present within the building at the time of the incident (see Standard Operation Procedures [ADM0012](#), [ADM0014 Security Of Premises - Terrorist Threat](#) [FS0015 Fire Procedure and Drills](#) , [FS0102 Disabled Persons](#) , [HS0056 Visitors to Fire Service Premises](#)).

During normal office hours, the Strategic Management Team (SMT) will be contacted and convened, using the cascade framework (see Annex A) and the relevant Business Continuity Plan(s) (see appropriate Annex to this document) for the site, will be selected ready for implementation by the on-duty SMT member(s) in cooperation with the Business Recovery Team Manager or, in his/her absence, one of the designated deputies.

#### **7.1.2 Activation.**

The members of the Business Recovery Team (BRT) (majority of who are normally present at Fire Service headquarters (FSHQ)) will be instrumental in instigating evacuation from FSHQ, in association with the onsite Managers and Fire Wardens.

For incidents not at FSHQ, the BRT, will liaise with the on site Managers and Fire wardens, who become involved in dealing with the initial incident and the subsequent evacuation at a remote building (MaCC etc).

The on site Managers and Fire wardens, will manage the initial incident response in cooperation with the Strategic Management Team (SMT) and Business Recovery Team (BRT). However once the initial incident is being contained and the safety of staff and visitors has been assured, the SMT having been convened will give consideration to whether the relevant Business Continuity Plan(s), (previously selected), should be activated. The decision to activate the plan will be made by the

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Strategic Management Team (SMT), or designated deputies; this will include occurrences when an evacuation is deemed not necessary, such as a Pandemic.

### **7.1.3 Escalation**

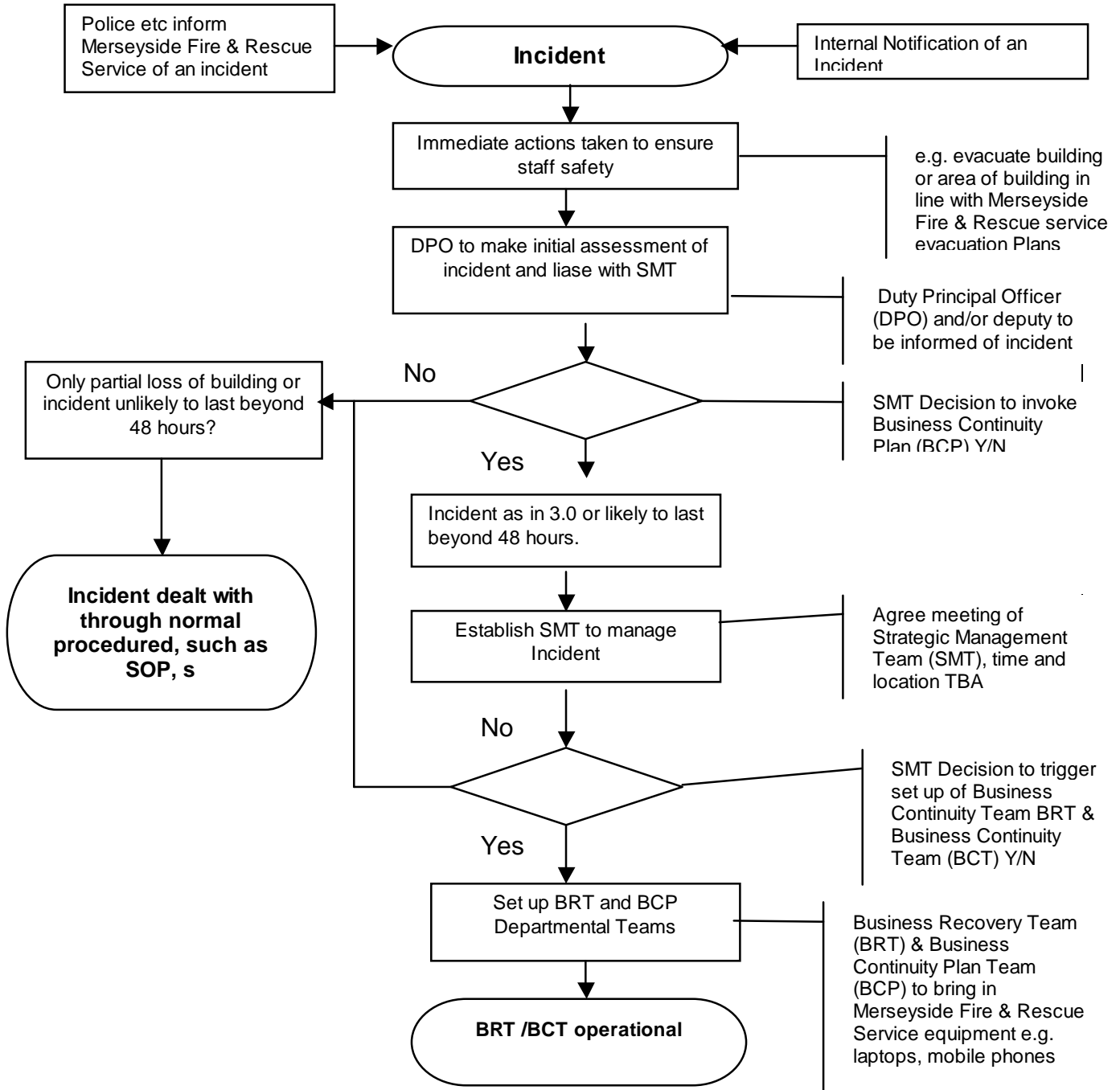
Escalation is when the selected Business Continuity Plan(s) is not addressing the business needs of Merseyside Fire & Rescue Service, either because of the extent of the incident, the nature of the incident or because there is incomplete management information, is the responsibility of the Strategic Management Team.

Figure1 demonstrates the arrangements for an incident, up to the point where the Strategic Management and Business Recovery Teams are functioning and able to start dealing with the incident.

Following a risk assessment by the Strategic Management Team (SMT) and Business Recovery Team (BRT) to determine the severity of the incident, the Chair of the SMT may decide to assemble additional Merseyside Fire & Rescue Service personnel (Directors etc) to augment the Business Recovery Team. To facilitate strategic command of the incident, at a venue (to be decided, depending upon the nature and where the incident is) at FSHQ, MaCC or the TDA, which will be designated as the "Gold" Control Room.

**7.1.4 Cascade Framework (See Annex A)**

Following a Risk assessment by the on Duty Principal Officer (DPO) , the cascade framework is to be activated once the extent of the incident is known, to enable communication of key information to staff. The Intranet/Internet (which can be updated remotely) and any messaging system will be updated with the latest information. In the event of neither of these being available, then the contact numbers contained with the respective cascade frameworks shall be used to contact the necessary personnel.



**Figure 1: Cascade Arrangement**

## 7.2. Outside Office Hours

### 7.2.1 Outside office hours Notification

Out of office hours the initial notification of an incident would be through the existing emergency arrangements for each site, whether that is FSHQ, TDA, MaCC or an operational Fire station etc, notified by either the emergency alarms e.g. fire and bomb alerts or via internal/external communication in the event of a pandemic, cloud burst or flood alert. (See section 7.1.1 for appropriate SOPs to be applied).

The priority at this time would be to ensure the safety of all staff and visitors present within the building at the time of the incident. The first point of contact outside of office hours will be the Merseyside Fire & Rescue Service Duty Principal Officer available via command and control at all times. The Duty Principal Officer will use the cascade framework procedures (see Annex A), with the support of the Group Fire Control Officer (GCFO) or her deputy..

Out of office hours, the SMT will be contacted and convened, if this is found necessary, following a risk assessment by the Duty Principal Officer (DPO), they will be contacted using the cascade framework. The relevant Business Continuity Plan(s) will be selected ready for implementation by the on-duty SMT member(s) in cooperation with the Business Recovery Team Manager or, in his/her absence, one of the designated deputies.

### 7.2. 2 Outside office hours Activation

Out of office hours, the initial response to any incident will be managed by the Duty Principal Officer (DPO) assisted by the GFCO, members of Service Support and Operational Planning and the ICT team. This would be dependent on the incident and who would be contacted to implement any urgent items e.g. securing the building or instigating recovery of ICT services.

***It will be the responsibility of the DPO and or Deputy to initiate the relevant Business Continuity Plan.***

### 7.2.3 Outside office hours Escalation

Escalation of the response to the incident is the responsibility of the Strategic Management Team under the direction of the SMT Chair.

Annex A demonstrates the arrangements for an incident out of office hours, up to the point where the Strategic Management and Business Recovery Teams are functioning and able to start dealing with the incident.

Following a risk assessment by the Strategic Management Team (SMT) and Business Recovery Team (BRT), to determine the severity of the incident, the Chair of the SMT will decide whether it is necessary to assemble additional Merseyside Fire & Rescue Service personnel (Directors etc) to augment the Business Recovery

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Team. To facilitate strategic command of the incident, at a venue (to be decided) at FSHQ, MaCC or the TDA, (depending on the type of incident) this may be designated as the “Gold” Control Room. (See Standard Operating procedure [OPS0116 Command & Control at Incidents - Incident Command System](#), [OPS0244 Major Incident Plan](#), [OPS0163 Merseyside Response to Chemical Incidents \(MERCHEM\) Plan](#), [OPS0231 Mobilising - Attendance of Officers at Incidents](#))

### **7.2.4 Outside office hours Cascade Framework (See Annex A)**

The cascade framework will be activated by see section 7.1.4 above.

## **8. Review of the Policy & Procedures**

Any resultant changes to the Policy or Procedures shall be communicated to all Merseyside Fire & Rescue Service personnel at the earliest opportunity.

- The Chief Fire Officer shall ensure that the Business Continuity Management Policy & Procedures documents are subject to a review after a three-year period and every three years thereafter.
- The quality control mechanism, as mentioned in 12 shall be carried out by the Operational Planning/Strategic Planning departments and shall be co-ordinated by the Deputy Chief Fire Officer.

## **9 Training & Testing**

- Reflecting the roles and responsibilities embedded within the policy & procedures, it is recognised that Merseyside Fire & Rescue Service is committed to providing the necessary training to give effect to the Business Continuity Management policy and procedures, and shall ensure that all staff will develop and maintain competency to fulfil their roles highlighted in the Business Continuity Management Policy & Procedure documents.
- The Business Continuity Management policy shall be communicated to personnel in the following ways:
  - The provision of training, guidance and information to Merseyside Fire & Rescue Authority and all staff and volunteers through the following
    - Direct training of key elected members and staff
    - Intranet based e-training for all staff
    - The issuing of amendments to Policy and/or relevant procedures.

Communication of the Plan externally –

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- District Councils – Chief Executives
- Merseyside Police
- Neighbouring Fire and Rescue Services
- Key Partners, Fire Support Network

Each department will implement testing

- At a minimum of once every 12 months.
- Using Table top testing to validate the cascade framework
- Updating of contact details
- Results and Lessoned learnt from the testing conducted to be retained and used to determine best practise.

### **10. Audit Process.**

- Chief Fire Officer will ensure that the Business Continuity Management policy is being implemented correctly and consistently and that quality is maintained.
- This will include a programme of random sampling of business continuity plans as a quality control mechanism to ensure that the contents conform to Merseyside Fire & Rescue Service policy and contribute to the Business Continuity Management process.
- The Merseyside Fire & Rescue Service Business Continuity Management Plan shall be subject to internal audit, to be carried out by the auditor appointed by Merseyside Fire & Rescue Service
- The Merseyside Fire & Rescue Service Business Continuity Management plan shall be subject to external audit by the Audit Commission as well as the Operational Planning Team/Health and Safety Team.

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<http://www.ukresilience.info/ccact/index.htm> - accessed October 2005

## **Appendix**

Listed below are the following:

The contact details, names and numbers of the Strategic Management Team, Business Recovery Team and Key building services and contractors associated contact details to allow Business Continuity for Merseyside Fire & Rescue Service to be managed. Also included are fall back locations for FSHQ, MaCC and the TDA, as well as a list of Category 1 (Staff who are essential to the decision making of the organisation and are the first to be involved in the incident and its resolution.)

Category 2 staff (Who will form part of the Business Recovery Team) and not essential to the initial decision making process.

## **Annex A: Contact Details (Cascade Framework)**

### **Strategic Management Team**

**Diagram to show who will contact whom**

<b>Role</b>	<b>Name</b>	<b>Home</b>	<b>Mobile</b>	<b>Pager</b>	<b>Other Information</b>
Chief Fire Officer	Tony McGuirk				
Deputy Chief Fire Officer	Mike Hagen				
Assistant Chief Fire Officer	Bill Evans				
Executive Director of Finance ICT & Procurement	Kieran Timmins				
Executive Director of Law & Human Resources.	David Wright				
Director of Corporate Communications	Peter Rushton				

**Deputies for Strategic Management Team**

Role	Name	Home	Mobile	Pager	Other information
					Deputy for CFO.
					Deputy for DCFO
					Deputy for ACFO
					Deputy for Executive Dir of Finance, ICT & Procurement
					Deputy for Executive Dir of Law & Human Resources
					Deputy for Dir of Corporate Communications

**Business Recovery Team**

Role	Name	Home	Mobile	Pager	Other Information
BRT Leader	Bill Evans.				
Strategic Planning	Deb Appleton				
Operational Planning	Brian Locke				
Service Planning	Ken Peek				
ICT Manager	George Wood				
ICT Telent	Colette Russell				
CLT Members	TBA				
Departmental managers	TBA				
Departmental Teams	TBA				
Contractors	TBA				

**Key Building Services & Contractors**

Function	Department/ Organisation	Contact Name	Telephone Number	Fax Number	Mobile Number	E-mail	Contract Number
Mechanical and Electrical Consultants							
Security and Cleaning							
Maintenance							
Access Control							
Pool Cars							
Lease Cars							
Office Relocation							
Postal Service							
Couriers							
Waste Collection							

Function	Department/ Organisation	Contact Name	Telephone Number	Fax Number	Mobile Number	E-mail	Contract Number
Gas Supplier							
Water Supplier							
Electricity Supplier							

### Office Equipment Suppliers

Function	Department/ Organisation	Contact Name	Telephone Number	Fax Number	Mobile Number	E-mail	Contract Number
Stationery							
Photocopiers							
Fax Suppliers							
Mobile Phones							
Furniture							
Hygiene Products							
Franking Machines							
Health & Safety Equipment							

Function	Department/ Organisation	Contact Name	Telephone Number	Fax Number	Mobile Number	E-mail	Contract Number
Off Site Storage							

### ICT Contacts Network Servers.

Function	Department/ Organisation	Contact Name	Telephone Number	Fax Number	Mobile Number	E-mail	Contract Number
Network Manager							
Helpdesk							
Server Back- up on site							
Internet/Intran et Host							
Server Back- up off site							

### Hardware

Function	Department/ Organisation	Contact Name	Telephone Number	Fax Number	Mobile Number	E-mail	Contract Number
PC /Laptops							
Servers							

Function	Department/ Organisation	Contact Name	Telephone Number	Fax Number	Mobile Number	E-mail	Contract Number
Printers							
Storage Media							

### Telephony Systems

Function	Department/ Organisation	Contact Name	Telephone Number	Fax Number	Mobile Number	E-mail	Contract Number
Telephone System/Phones							
Cabling/CAT 5							
Megastreams							
Phone Lines							

### Software

Function	Department/ Organisation	Contact Name	Telephone Number	Fax Number	Mobile Number	E-mail	Contract Number
Software							

Function	Department/ Organisation	Contact Name	Telephone Number	Fax Number	Mobile Number	E-mail	Contract Number
Fortek							
Sophlogic							
Specialist Software (Visio. MSP)							

### Fallback Locations

Function	Department/ Organisation	Contact Name	Telephone Number	Fax Number	Mobile Number	E-mail	Fallback Role
FSHQ							
TDA							
MaCC							

**Annex B: Category 1 & 2 Staff**

**List of Category 1 Staff-Definition of category 1 = Staff who are essential to the decision making of the organisation and are the first to be involved in the incident and its resolution.**

Functional Team	Officer	Reserve
Chief Fire Officer (CFO)	Tony McGuirk	Mike Hagen
Deputy Chief Fire Officer (DCFO)	Mike Hagen	Bill Evans
Assistant Chief Fire Officer (ACFO)	Bill Evans	Ken Peek?
Executive Director of Finance, ICT & Procurement	Kieran Timmins	Colin Schofield
Executive Director of Law & Human Resource	David Wright	Nick Mernock/Tony Wood?
Director of Financial Planning	Colin Schofield	Mike Davies
Director of Human Resources	Tony Wood	Dan Stephens?
Director of Performance Management	Jim Hunter	District Manager(s)/John McCormack
Director of Corporate Communications	Peter Rushton	James Berry?
Director of Strategic Planning	Deb Appleton	
Director of Service Support	Ken Peek	
Director of Operational Planning	Brian Locke	
Director of Procurement	Bob Caton	Lindsay Savage?
Director of Community Safety	John Moorcroft	
Director of Organisational Development	Nick Mernock	Tony Williams?
ICT Manager	George Wood	
Talent Manager	Colette Russell	

