



MAJOR EMERGENCY PLAN

Version 10.0

Part 9

Business Continuity Incident Management Plan

SEVENOAKS DISTRICT COUNCIL
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Part 9 - Business Continuity Incident Management Plan

	Page
Section 1 - Introduction	4
1.1 Aim	4
1.2 Objective	4
1.3 Scope	4
1.4 Authority	4
1.5 Related Documents	4
1.6 Vulnerability	5
1.7 Telecommunications	5
1.8 Finance	5
1.9 Plan Maintenance	5
Section 2 - Alerting	5
Section 3 - Management Structure	6
3.1 General	6
3.2 Some Examples of Possible Management Structures	7
Denial of Premises Event	8
Denial of Personnel Event	9
Concurrent Business Continuity and Emergency Planning Events	10
Section 4 - Roles and Responsibilities	11
4.1 General	11
4.2 Damage Assessment and Salvage	11
4.3 Table of 'Lead' Team or Individual	12
4.4 Mutual aid	15
4.5 Directory	15
4.6 Logging, Debriefing and Reporting	15
4.7 Public Information – Media	15

	Page
Section 5 - Incident Management Plan	16
5.1 IT Systems	19
5.2 Denial/Destruction of Premises	22
5.3 Denial of Premises - Health & Hygiene	32
5.4 Paper Systems Loss/Failure	38
5.5 Staff Difficulty Getting to Place of Work	39
5.6 Denial of Staff	42
5.7 Denial of Utilities	43
5.8 Denial of Supplies and Services	50
Section 6 - Recovery Phase	55
6.1 Generally	55
6.2 Following Denial of IT Event	56
6.3 Following Denial of Premises Event	56
6.4 Following Paper Systems Loss Event	57
6.5 Following Denial of Personnel Event	57
6.6 Following Denial of Utilities Event	58
6.7 Following Denial of Supplies and Service Event	58
Appendices	59
A Sevenoaks District Council Functions Listing	59
B Home Working due to the invocation of this BCP	68
C Service-specific Mission Critical Equipment	71
Vehicles	76

Business Continuity Incident Management Plan

Section 1 - Introduction

1.1 Aim

The aim of this document is to provide a framework in which to manage the response of Sevenoaks District Council to an event which is likely to seriously obstruct the Council in the performance of its functions.

1.2 Objective

The objective of the plan is to enable the Council to exercise its functions in the event of an emergency, so far as is reasonably practicable.

Not all functions need be kept operating at normal levels. Some functions (such as emergency management) will need to be scaled up, some maintained and others may be scaled down or suspended.

1.3 Scope

The scope of this document is concerned with the activities of the District Council in the event of a disruptive emergency. It includes guidance for the benefit of the Members and Officers of the Council.

1.4 Authority

Sevenoaks District Council is a Category 1 responder as defined in Schedule 1: Part 1 (Category 1 Responders: General) of the *Civil Contingencies Act 2004*, and has duties under that Act. This plan is produced in response to Section 2(1)(c) of the Act.

1.5 Related Documents

This plan refers to the Major Emergency Plan.

This plan shares a contact directory with the Major Emergency Plan. See Appendix 2 to that plan.

This plan must also be read in conjunction with the IT Disaster Recovery Plan.

Refer to individual Service Plans for sub-service level priorities, recovery point objectives and timescales.

1.6 Vulnerability

Sevenoaks District Council has an operational vulnerability in that the majority of functions are provided from the Argyle Road offices and a separate set of functions from Dunbrik Depot. This produces a risk concentration because if either of these sites becomes unusable, there is no alternative operational site available from which the functions can be provided.

1.7 Telecommunications

See Part 5.7

1.8 Finance

See Part 5.6

1.9 Plan Maintenance

This Business Continuity Plan will be reviewed annually

Section 2.0 - Alerting

Generally in accordance with Part 3, and using the telephone numbers as in Appendix 2 of the Major Emergency Plan, the Emergency Directory. The determination procedure will be the same as in Part 3, but for a business continuity event the answer to question 4 will be 'yes'. The 'Person to Determine' will be the same as Part 3 and the 'Persons and Bodies to be Informed' will be similar to Part 3 except that the voluntary sector responders and the Kent County Council Emergency Planning Group do not necessarily need to be informed.

Section 3.0 - Management Structure

3.1 General

The management structure will be similar to that used for major emergencies in that the ‘Strategic – Operational – Tactical’ structure may be employed as indicated in Part 4.

Not all levels of control will need to be employed for every event.

At a strategic level the Business Continuity Crisis Management Team will consist of the following core members:

- Chief Executive
- Director of Corporate Resources
- Director of Community & Planning Services
- Head of Finance & Human Resources
- Head of Legal & Committee Services
- Head of Environmental & Operational Services
- District Emergency Planning Officer

However, if the business continuity event is concurrent with an emergency planning event, suitable alternatives will need to be appointed to one or other of the teams.

A suitable venue will need to be found from which the Business Continuity Crisis Management Team (and in a concurrent event, also for the Emergency Planning Crisis Management Team). Normally this will be located at the Council Offices at Argyle Road. If the event is a ‘denial of premises’ event effecting those offices, it will need to be located elsewhere but nearby, for example, 66 London Road, Sevenoaks Leisure Centre, the Stag Theatre or at Dunbrik Depot.

At a tactical level, for a ‘denial of premises’ event, a senior manager will need to be on site at the effected premises. They will need to be supported by a team of people to co-ordinate the Council’s on-site activity. As a minimum, there should be at least one other person acting as a ‘scribe’ and recording conversations and decisions. In addition, other officers may be required to assist. They will oversee damage assessment and salvage operations.

Similarly, at operational level, there may be a need for team leaders and officers to, for example, conduct salvage operations or a dedicated IT recovery team may be required.

At all levels, health and safety is paramount and appropriate risk assessments must be undertaken before committing staff to any location or activity.

3.2 Some Examples of Possible Management Structures

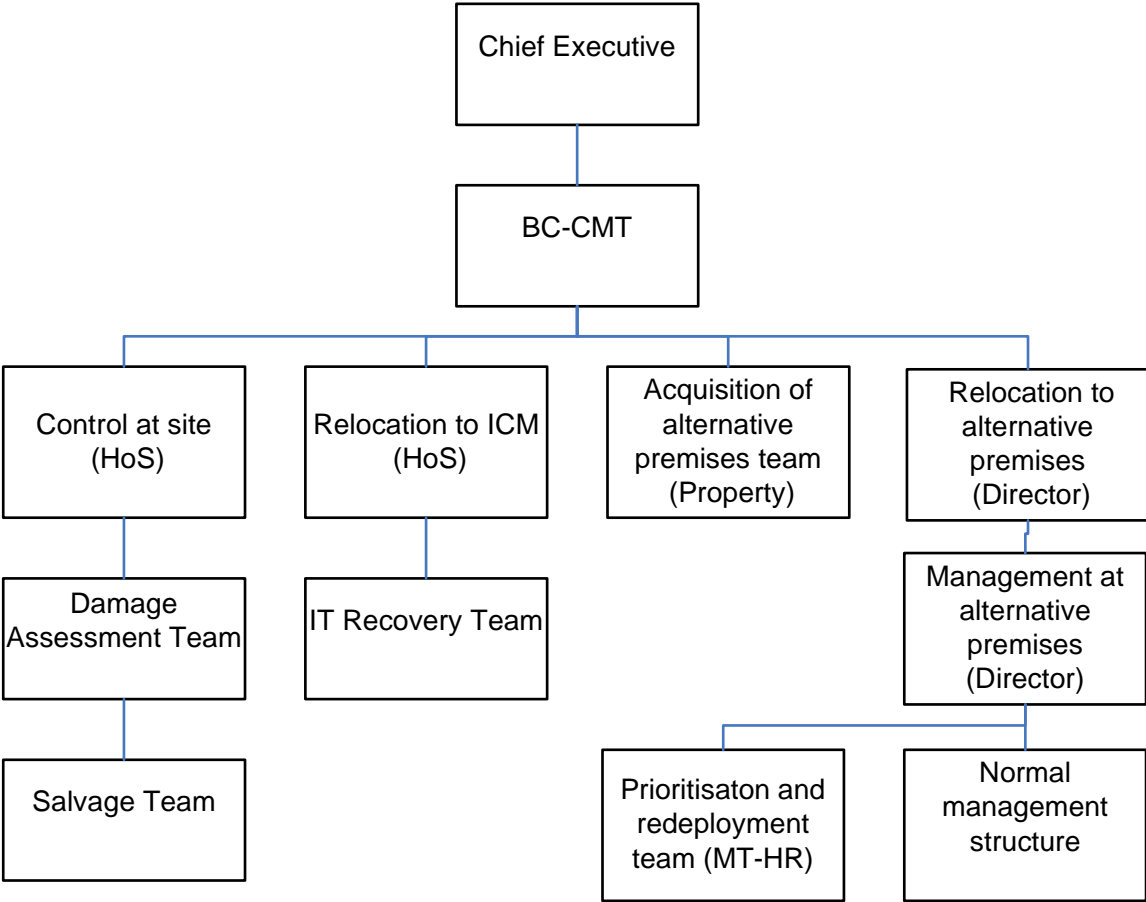
Abbreviations used in the following diagrams and table

BC-CMT Business Continuity Crisis Management Team
EP-CMT Emergency Planning Crisis Management Team

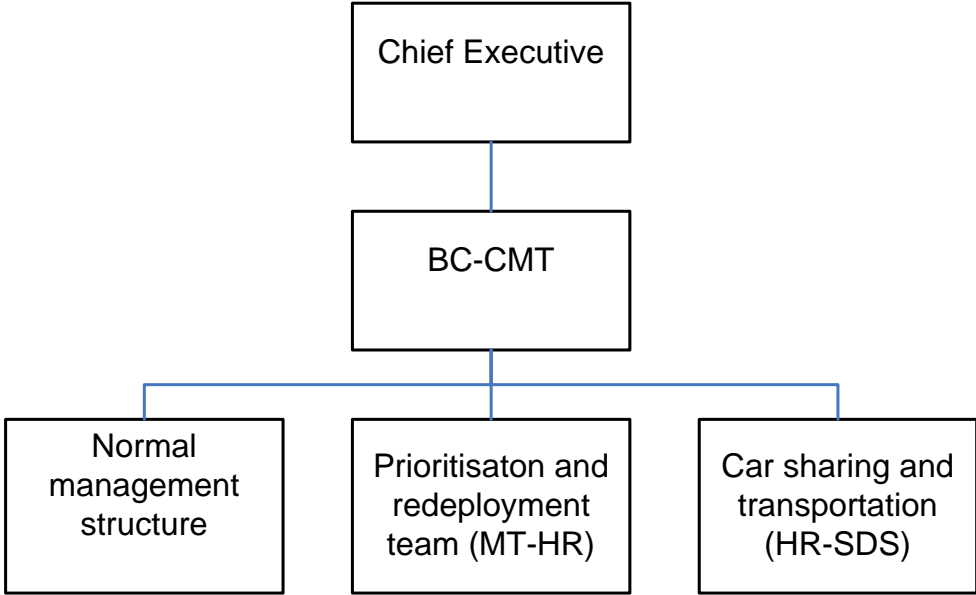
BC Business Continuity
EP Emergency Planning
FM Facilities Management Team
H&S The Council's Health and Safety Advisor
HoS Head of Service
HR Human Resources
ICM The provider of the IT disaster recovery services to the Council
MT Management Team
SCG Strategic Coordinating Group
SDS Sevenoaks Direct Services

The following diagrams give some samples for guidance for the management structure for various event types. These will need to be tailored to suit the event and the consequences of that event. However, for clarity of the lines of command and control, and for subsequent reporting-back, it is prudent to establish a formal management structure.

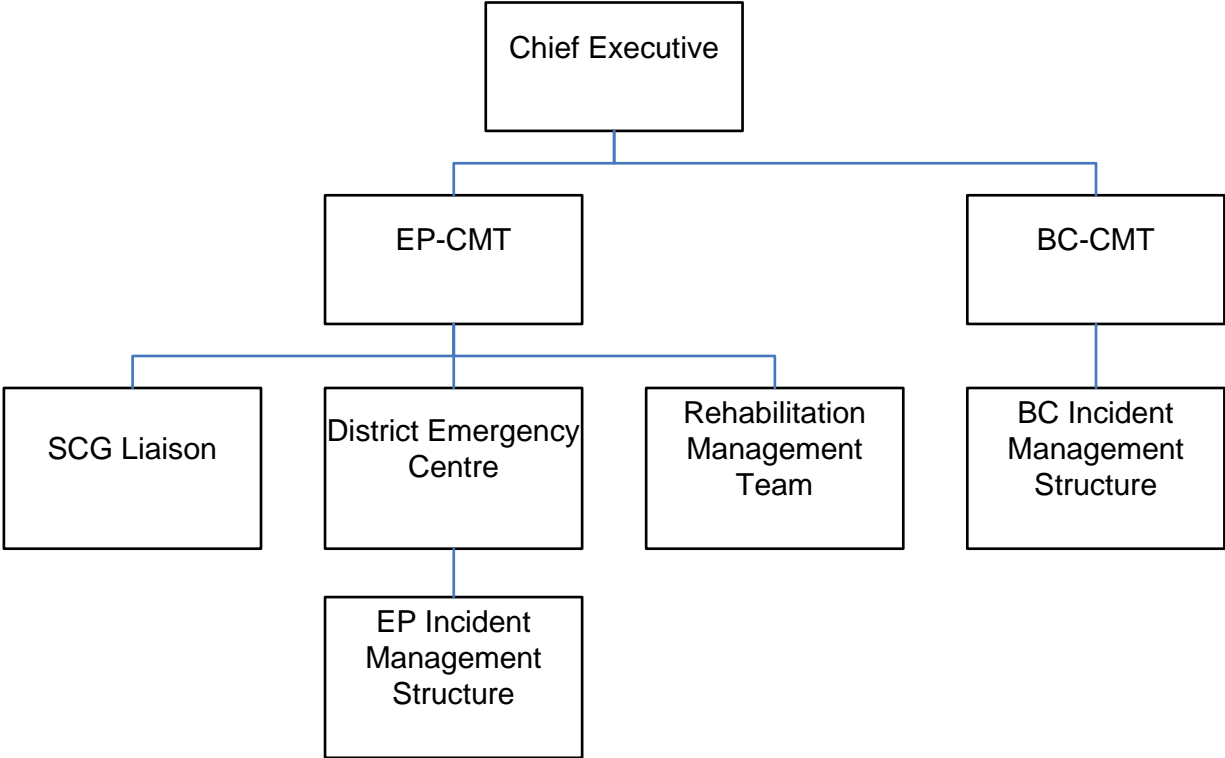
Denial of Premises Event



Denial of Personnel Event



Concurrent Business Continuity & Emergency Planning Events



Section 4 - Roles and Responsibilities

4.1 General

The underlying principle of the division of roles and responsibilities is that everyone does their normal job wherever possible, albeit in exceptional circumstances. There may be a significant increase in the volume, scope and intensity of the work and it may need to be done at unusual times and at unusual locations.

The Chief Executive will take be in overall control and will chair the meetings of the Business Continuity Crisis Management Team. The other Directors will deputise for the Chief Executive in his absence and/or be in control at any effected site or at any alternative location.

Clearly:

- the IT Team will 'lead' on IT and phone system issues
- the Property Team will 'lead' on utilities (excluding phones and data) and on property issues
- the Human Resources Team will 'lead' on HR issues and on the welfare of responding and other staff, see Part 5.8 for guidance on this.
- the Exchequer Team will 'lead' on insurance issues
- the Facilities Management Team will lead on salvage issues

and so on.

See table below for guidance on the 'lead' team or individual for various scenarios.

4.2 Damage Assessment and Salvage

Following a 'denial of premises' or prolonged 'denial of utilities' event, a damage assessment team will assess the level of damage and plan emergency works and salvage operations. If required, these will only be conducted after consulting with the Council's Health and Safety Advisor, the Fire and Rescue Service, and others that can give authoritative safety advice. They must consult with the finance team on insurance issues.

4.3 Table of ‘Lead’ Team or Individual

	1	2	3	4	5	6	7	8
	IT Systems	Denial/ Destruction of Premises	Denial of Premises - Health & Hygiene	Paper Systems Loss/ Failure	Staff Difficulty Getting to Place of Work	Denial of Staff	Denial of Utilities	Denial of Supplies and Services
Command and Control								
Overall C&C	Chief Executive/Management Team							
Chair BC-CMT meetings	Chief Executive/ Management Team							
Prioritisation of services	Management Team				Management Team			
Control at ‘denied premises’		Head of Service						
Control at alternative premises		Director						
Relocation								
Re-location to ICM	IT	Head of Service				Human Resources	Head of Service	Exchequer
Acquisition of alternative premises		Property						
Relocation to other premises	IT	Director				Human Resources	Director	Exchequer
Set-up of other premises	Facilities Management						Facilities Management	
Relocation of depot	IT	Direct Services - Property					Direct Services - Property	

Sevenoaks District Council – Major Emergency Plan
Part 9 - Business Continuity Incident Management Plan

	1	2	3	4	5	6	7	8
	IT Systems	Denial/ Destruction of Premises	Denial of Premises - Health & Hygiene	Paper Systems Loss/ Failure	Staff Difficulty Getting to Place of Work	Denial of Staff	Denial of Utilities	Denial of Supplies and Services
Damage Assessment								
Assessment	IT	Property	Facilities Management				Property	
Salvage								
Health & Safety re salvage	Health & Safety Advisor	Health & Safety Advisor - Kent Fire and Rescue Service	Health & Safety Advisor					
Salvage - IT	IT							
Salvage - Argyle Road		Facilities Management						
Salvage – Dunbrik Depot		Direct Services						
Salvage – other sites		Property						
Storage of salvaged material	IT - Property	Property						
Equipment								
Lost or non-available mission critical equipment	IT	Service manager						Service manager
Services & Utilities								
Building services		Property					Property	
Utilities (excl phones)		Property					Property	
Utilities (phones)	IT						IT	

Sevenoaks District Council – Major Emergency Plan
Part 9 - Business Continuity Incident Management Plan

	1	2	3	4	5	6	7	8
	IT Systems	Denial/ Destruction of Premises	Denial of Premises - Health & Hygiene	Paper Systems Loss/ Failure	Staff Difficulty Getting to Place of Work	Denial of Staff	Denial of Utilities	Denial of Supplies and Services
Transport								
Car sharing scheme		Human Resources			Human Resources			Human Resources
Alternative transportation		Human Resources - Direct Services			Human Resources - Direct Services			Human Resources - Direct Services
General Issues								
Human Resources Issues	Human Resources							
Legal issues	Legal							
Insurance issues	Exchequer							
Banking issues	Finance							
Hygiene issues			Health & Safety Advisor - Environmental Health				Health & Safety Advisor - Environmental Health	

4.4 Mutual Aid

Mutual aid from other Kent local authorities may be available in the form of personnel, equipment or accommodation. See Appendix 1 to the Major Emergency Plan.

4.5 Directory

The directory for key staff is combined with the directory used to support the emergency planning response. See Appendix 2 to the Major Emergency Plan. For contacts relating to the IT disaster recovery arrangements, see IT staff.

4.6 Logging, Debriefing and Reporting

It is important that each person in a command position must keep a personal running log of their decisions and actions, with the supporting information that was used to make the decisions and that guided their actions.

Similarly, notes should be taken at the meetings of the Business Continuity Crisis Management Team.

After any incident which causes a business continuity disruption, the command and key operational personnel must be de-briefed to ensure that the lessons learned are captured as soon as possible after the event.

This will be essential information for subsequent inquiries, investigations and insurance claims. Additionally, information can be extracted for any post-event report from which lessons can be learned and improvements to business continuity planning and response plans can be made.

4.7 Public Information – Media

In any incident that disrupts the functions of the Council, there will be a need to communicate with the public the nature of the disruption, when 'normal' service will be resumed and any interim arrangements that have been put in place. This may need to be done through media releases or through more targeted communication. Targeted communication may be via phone call, e-mail, leaflets or direct mailing.

There may well be media interest in the response to the incident, the disruption of services and on the recovery in general.

Press releases will need to be approved by the Business Continuity Crisis Management Team to ensure consistency of message.

Section 5 - Incident Management Plan

Planning for categories of disruption

Broadly three categories of disruption:

- Denial of Premises (5.2, 5.3)
- Denial of Staff (5.5, 5.6)
- Denial of Supplies and Systems (including IT, Phones and Utilities) (5.1, 5.4, 5.7, 5.8)

5.1 IT Systems

- 5.1.1 Link to IT Disaster Recovery Plan
- 5.1.2 Critical Application Recovery Priorities

5.2 Denial/Destruction of Premises

- 5.2.1 Denial/Destruction of Premises – General (Any Building) – Full or Part Denial
- 5.2.2 Storage sites
- 5.2.3 Denial/Destruction of Premises – Whole Building – Argyle Road
- 5.2.4 Denial/Destruction of Premises – Part of Building – Argyle Road
- 5.2.5 Denial/Destruction of Premises – Whole Premises – Dunbrik Depot
- 5.2.6 Denial/Destruction of Premises – Part of Premises – Dunbrik Depot
- 5.2.7 Denial/Destruction of Premises – Other Buildings
- 5.2.8 Schedule of other operational buildings

5.3 Denial of Premises - Health & Hygiene

- 5.3.1 Denial of Premises - Health & Hygiene – Heating
- 5.3.2 Denial of Premises - Health & Hygiene - Hot Water
- 5.3.3 Denial of Premises - Health & Hygiene - Mains Water
- 5.3.4 Denial of Premises - Health & Hygiene - Emergency Services
- 5.3.5 Denial of Premises - Health & Hygiene – Disease

5.4 Paper Systems Loss/Failure

5.5 Staff Difficulty Getting to Place of Work

- 5.5.1 Staff Difficulty Getting to Place of Work – Obstruction
- 5.5.2 Staff Difficulty Getting to Place of Work – Transport
- 5.5.3 Staff Difficulty Getting to Place of Work – Fuel disruption/shortage

5.6 Denial of Staff

- 5.6.1 Denial of Staff Due to Illness, Caring for Others, Too Scared to Travel, etc.

5.7 Denial of Utilities

- 5.7.1 Denial of Utilities – Water
- 5.7.2 Denial of Utilities – Gas
- 5.7.3 Denial of Utilities – Electricity – Health & Safety Consequences
- 5.7.4 Denial of Utilities – Electricity – Operational Consequences
- 5.7.5 Denial of Communications

5.8 Denial of Supplies and Services

- 5.8.1 Denial of Supplies and Services – General
- 5.8.2 Denial of Supplies and Services – Difficulty of Delivery – Obstruction
- 5.8.3 Denial of Supplies and Services – Difficulty of Delivery – Fuel disruption/shortage
- 5.8.4 Denial of Supplies and Services – Lack of Personnel (e.g. Industrial Action, Sickness)
- 5.8.5 Denial of Supplies and Services – Financial Services, Banking
Council Credit Card Holders
- 5.8.6 Denial of Supplies and Services – Consultants
- 5.8.7 Denial of Supplies and Services – Contractors

Abbreviations

BMS	Building Management System	OFCOM	Office of Communications
C&P	Community and Planning Services Department	PDA	Personal Digital Assistant (hand-held computers)
CCTV	Closed Circuit Television	PSTN	Public Service Telephone Network
CExec	Chief Executives Department	RAYNET	Radio Amateurs Emergency Network
CRes	Corporate Resources Department	SDC	Sevenoaks District Council
IT	Information Technology		
L	Location (see below)		
MTPAS	Mobile Telephone Privileged Access Scheme		

Location Codes

G	General (all operational sites, where applicable)
A	Argyle Road Offices <u>only</u>
D	Dunbrik Depot <u>only</u>
S	Specific other site(s)

5.1.1 Link to IT Disaster Recovery Plan

The ICM Information Technology Disaster Recovery Plan includes 5 seats a an ICM Recovery Centre Includes desk, PC, phone and shared used of PABX, printers, fax, photocopier

These will be in short supply, so an early decision as to the allocation of these seats will be required

The following may be used as a guide, assuming that each seat is shared:

1. Management – Crisis Manager – probably a Head of Service, shared with Admin - Secretariat	2. Monitoring Officer
3. Communications	4. Benefits
5. Finance	6. PropertyTeam /Facilities Management Team
7. IT	8. IT
9. IT	10. Contact Centre

Exercising and testing of the IT Disaster Recovery Plan will be the responsibility of the Head of IT & Facilities Management.

5.1.2 Critical Application Recovery Priorities

In the event of a disaster affecting the central IT services, applications will be recovered in the following ‘blocks’ of priority. There is no identified priority within each ‘block’:

Block	System	Users	Within 24 hrs	1 to 3 days	3 to 7 days	Over 7 days
1	Basic Infrastructure (Domain Controller, Citrix Server, MS Office, Data Server)	All				
2	Strand	Elections Team	Note (1)			Note (1)
2	Human Resources/Payroll -Selima	Human Resources/Payroll	Note (2)		Note (2)	Note (2)
2	Flood Explorer	Emergency Planning	Note (3)			Note (3)
3	Uni-form	All				
3	Telephony	All				
3	Gismo	All - Geographical Information				
3	Agresso/Mentec	All – Finance				
3	Housing Database	Housing Team				
3	IDOX					
4	Academy	Revenues & Benefits Team				
4	Lagan	Contact Centre Team				
4	Email	All				
4	Anite	DMS Revenues & Benefits Team				
4	McFarlane	Contact Centre Team				
4	Dot Editor	Communications Team	Ext			
4	Newsflash	Communications Team	Ext			
4	Bulky	Contact Centre Team				
4	Dunbrik Database	Dunbrik				
5	Internet Access	All				
5	Support Works	IT & FM Teams				

Sevenoaks District Council – Major Emergency Plan
Part 9 - Business Continuity Incident Management Plan

Block	System	Users	Within 24 hrs	1 to 3 days	3 to 7 days	Over 7 days
6	Task	DSO Finance Team				
6	Langdale	Parking Team				
6	BMS	Property Team				
6	Cd Vue	Property Team				
6	AutoCAD	Property Team				
6	PC Anywhere	Property Team				
6	Lawtel	Legal Team				
6	CMIS	Committee Team				
6	TLC	Land Charges Team				
6	Insurance	Exchequer Team				
6	Link to Barclays Bank	Finance Team				
6	Covalent	Policy and Performance Team	Ext			
6	NBS Building	Property Team				
6	Microfilm software	Facilities Management Team				
6	Air Monitoring	Environmental Health Team				
6	Limehouse	Policy & Environment Team	Ext			
6	Destination Management System	Policy & Environment - Tourism				

(Note – This table differs from the table in the current IT DR plan as the priorities are based on the BCM Business Impact Analysis)

(1) The priority for reinstatement of the Strand Electoral Registration system would be decided according to the stage in the electoral cycle, e.g. leading up to or during an election it would take a higher priority.

(2) The priority for reinstatement of the Payroll/Human Resources system will change depending on the stage of the payroll cycle and urgency dictated by the business.

(3) Flood Explorer to be restored within 24 hrs if during a flooding event, if not, at over 7 days

It is intended that all other applications (i.e. Block 6) will be recovered within 4 weeks where possible.

5.2.1 Denial/Destruction of Premises – General (Any Building) – Full or Part Denial

Service	Consequence	L	Mitigation/Action/Information	Owner
Insurance claim	Financial compensation	G	Finance Team alert insurers as soon as possible and follow instructions from them before undertaking salvage operations	Finance
Generally	No building in which to operate	G	Alternative premises required either within the Council estate or in commercial rented premises. Consult Property Team for alternative accommodation. See the Emergency Directory for <i>Specialist Agents - Offices and Commercial Properties</i>	Property
'Mission Critical' equipment	Lost or not available	G	If not salvaged and serviceable, arrange supply of new equipment or use contingency spare equipment (if any)	Exchequer
Limited alternative accommodation	Not all functions accommodated	G	Management Team to determine prioritisation. See Appendix A <i>SDC Functions Listing</i> below for guidance	MT
Partial denial of building	Unknown extent available	G	Property Team/Health and Safety Advisor (with support from Building Control Team, if required) to inspect premises (and consult with Fire and Rescue Service, Health and Safety Executive etc as appropriate) and determine areas available – considering heating, hot water, drinking water etc.	Property H&S
Partial denial of building	Need to make safe, secure, usable, etc.	G	Property Team to arrange necessary temporary works to be done	Property

Sevenoaks District Council – Major Emergency Plan
Part 9 - Business Continuity Incident Management Plan

Service	Consequence	L	Mitigation/Action/Information	Owner
Damage to premises	Recoverable records, equipment etc.	G	Management Team to appoint a salvage team (probably led by Facilities Management Team for Argyle Road, Direct Services for Dunbrik Depot and Property Team for other sites) to recover records, equipment etc, and arrange safe storage of recovered materials. See 5.2.2 <i>Storage Sites</i> . Consult Property Team/Health and Safety Advisor (and consult with Fire and Rescue Service, Health and Safety Executive etc as appropriate) to determine safe access for salvage.	MT. FM. SDS. H&S.
Paper records	Denial of paper records	G	See 5.4 <i>Paper Systems Loss/Failure</i>	
Staffing	Staff will not know where to go to report for duty	G	Human Resources Team to arrange for staff to be contacted and told to go to alternative location	HR

See also:

- 5.1 *IT Systems*
- 5.2.2 *Storage Sites*
- 5.2 *Denial/Destruction of Premises* – for specific premises
- 5.3.1 *Denial of Premises - Health & Hygiene – Heating*
- 5.3.2 *Denial of Premises - Health & Hygiene - Hot Water*
- 5.3.3 *Denial of Premises - Health & Hygiene - Mains Water*
- 5.4 *Paper Systems Loss/Failure*
- 5.7.1 *Denial of Utilities – Water*
- 5.7.2 *Denial of Utilities – Gas*
- 5.7.3 *Denial of Utilities – Electricity – Health & Safety Consequences*
- 5.7.4 *Denial of Utilities – Electricity – Operational Consequences*
- 5.7.5 *Denial of Communications*
- Appendix A *SDC Functions Listing*
- Emergency Directory: Specialist Agents - Offices and Commercial Properties*

5.2.2 Storage Sites

Limited storage at Hollybush Depot
Limited storage at Dunbrik Depot
Limited storage at 66 London Road
Commercial rented

Consult Property Team
Consult Direct Services and Property Team
Consult Property Team
Consult Property Team to arrange rental.
See Part 10a, Section 14: Specialist Agents - Offices and Commercial Properties

Containerised Storage

Consider renting storage in the form of secure transport containers on:

- Relevant site Consult operator and Property Team
- Otford Road Depot Consult Property Team
- Other Council owned land Consult Property Team
- Land owned by others Consult Property Team to liaise with Town and Parish Councils and other land owners

See Property Team for the hire of containers.

5.2.3 Denial/Destruction of Premises – Whole Building – Argyle Road

Service	Consequence	L	Mitigation/Action/Information	Owner
All servers in Argyle Road	Loss of IT systems	A	See Information Technology Disaster Recovery Plan. Consult IT& FM Team.	IT
Electronic information	Lack of electronic information	A	See 5.1 <i>IT Systems</i>	IT

See also:

5.2.1 Denial/Destruction of Premises – General (Any Building)

5.4 Paper Systems Loss/Failure

5.7.5 Denial of Communications

Appendix A SDC Functions Listing

Emergency Directory: :Specialist Agents - Offices and Commercial Properties

5.2.4 Denial/Destruction of Premises – Part of Building – Argyle Road

Service	Consequence	L	Mitigation/Action/Information	Owner
Plant rooms unusable	No building services	A	See appropriate section	Property
IT systems	Damaged systems	A	IT & FM Team to isolate damaged parts of systems and check remaining parts before putting back into use	IT

See also:

5.1 *IT Systems*

5.2.1 *Denial/Destruction of Premises – General (Any Building)*

5.3.1 *Denial of Premises - Health & Hygiene – Heating*

5.3.2 *Denial of Premises - Health & Hygiene - Hot Water*

5.3.3 *Denial of Premises - Health & Hygiene - Mains Water*

5.4 *Paper Systems Loss/Failure*

5.7.1 *Denial of Utilities – Water*

5.7.2 *Denial of Utilities – Gas*

5.7.3 *Denial of Utilities – Electricity – Health & Safety Consequences*

5.7.4 *Denial of Utilities – Electricity – Operational Consequences*

5.7.5 *Denial of Communications*

Appendix A SDC Functions Listing

Emergency Directory: Specialist Agents - Offices and Commercial Properties

5.2.5 Denial/Destruction of Premises – Whole Premises – Dunbrik Depot

Service	Consequence	L	Mitigation/Action/Information	Owner
Administration building	Management of Direct Services functions	D	Alternative location within Depot or Sevenoaks District Council estate	SDS. Property.
Fuel dispensing	No on-site fuel for Sevenoaks District Council fleet	D	Direct Services to use commercial supplier (petrol stations). Establish method of payment. In worst case, use Council credit card holder. See 5.8.5 <i>Denial of Supplies and Services – Financial Services, Banking</i>	SDS
Vehicle workshop	No on-site maintenance of Sevenoaks District Council fleet	D	Direct Services to use commercial repairers	SDS
Stores	Loss of stock materials	D	Direct Services to obtain materials on-demand from suppliers. Consider using alternative storage locations.	SDS
Vehicles, plant, equipment etc.	Loss of assets	D	Direct Services to arrange for the salvage of fleet, plant, equipment, tools etc.	SDS
Vehicles, plant, equipment etc.	Loss of secure overnight parking for vehicles, plant, equipment etc	D	Use Otford Road site for temporary storage – consider security to prevent theft or damage. Consult Property Team	Property

See also:

5.1 *IT Systems*

5.2.1 *Denial/Destruction of Premises – General (Any Building)*

5.2.2 *Storage Sites*

5.4 *Paper Systems Loss/Failure*

5.7.5 *Denial of Communications*

5.8.5 *Denial of Supplies and Services – Financial Services, Banking*

Appendix A *SDC Functions Listing*

Emergency Directory: *Specialist Agents - Offices and Commercial Properties*

5.2.6 Denial/Destruction of Premises – Part of Premises – Dunbrik Depot

Service	Consequence	L	Mitigation/Action/Information	Owner
Accommodation	Some areas not available	D	Alternative location within Depot or Sevenoaks District Council estate. Consult Property Team	Property
IT systems	Damaged systems	D	IT & FM Team to isolate damaged parts of systems and check remaining parts before putting back into use	IT

See also:

5.1 *IT Systems*

5.2.1 *Denial/Destruction of Premises – General (Any Building)*

5.2.2 *Storage Sites*

5.2.5 *Denial/Destruction of Premises – Whole Premises – Dunbrik Depot*

5.3.1 *Denial of Premises - Health & Hygiene – Heating*

5.3.2 *Denial of Premises - Health & Hygiene - Hot Water*

5.3.3 *Denial of Premises - Health & Hygiene - Mains Water*

5.4 *Paper Systems Loss/Failure*

5.7.1 *Denial of Utilities – Water*

5.7.2 *Denial of Utilities – Gas*

5.7.3 *Denial of Utilities – Electricity – Health & Safety Consequences*

5.7.4 *Denial of Utilities – Electricity – Operational Consequences*

5.7.5 *Denial of Communications*

Appendix A SDC Functions Listing

Emergency Directory: Specialist Agents - Offices and Commercial Properties

5.2.7 Denial/Destruction of Premises – Other Buildings

Service	Consequence	L	Mitigation/Action/Information	Owner
Loss of all or part of any leisure centre or golf course buildings		S	See Sencio Business Continuity Plan	
Loss of all or part of 66 London Road	Loss of Sevenoaks District Council storage areas	S	Salvage of paper records and other materials – move to alternative storage. See 5.2.2 <i>Storage Sites</i> . Consult Property Team/Health and Safety Advisor (and consult with Fire and Rescue Service, Health and Safety Executive etc as appropriate) to determine safe access for salvage.	FM. Property. H&S.
Loss of all or part of 66 London Road	Loss of Sencio office areas	S	See Sencio Business Continuity Plan	
Loss of all or part of Stag Theatre	Damaged premises	S	See Sevenoaks Town Council Business Continuity Plan	
Loss of all or part of Hollybush Depot	Damaged premises	S	Salvage of paper records and other materials – move to alternative storage. See 5.2.2 <i>Storage Sites</i> . Consult Property Team/Health and Safety Advisor (and consult with Fire and Rescue Service, Health and Safety Executive etc as appropriate) to determine safe access for salvage.	FM. Property. H&S.
Loss of sewage treatment plant	Potential health hazard	S		
Loss of sewage treatment plant	Potential pollution hazard	S		

See also:

- 5.2.1 Denial/Destruction of Premises – General (Any Building)*
 - 5.2.2 Storage Sites*
 - 5.2.3 Denial/Destruction of Premises – Whole Premises – Dunbrik Depot*
 - 5.3.1 Denial of Premises - Health & Hygiene – Heating*
 - 5.3.2 Denial of Premises - Health & Hygiene - Hot Water*
 - 5.3.3 Denial of Premises - Health & Hygiene - Mains Water*
 - 5.4 Paper Systems Loss/Failure*
 - 5.7.1 Denial of Utilities – Water*
 - 5.7.2 Denial of Utilities – Gas*
 - 5.7.3 Denial of Utilities – Electricity – Health & Safety Consequences*
 - 5.7.4 Denial of Utilities – Electricity – Operational Consequences*
 - 5.7.5 Denial of Communications*
- Appendix A SDC Functions Listing*
- Emergency Directory: Specialist Agents - Offices and Commercial Properties*

5.2.8 Schedule of Operational Buildings

Schedule of other operational buildings and sites that may have a potential use in a business continuity incident

Sevenoaks District Council, Stag and Sencio Operated Premises	Location	Operator		
Council Offices, Argyle Road	Sevenoaks	SDC		Offices, open space
Dunbrik Depot	Sundridge	SDC		Offices, storage, open space
Hollybush Complex - Depot	Sevenoaks	SDC		Storage, open space
Shoreham Woods/Timberden Farm	Shoreham	SDC		
Former Tip, Otford Road	Sevenoaks	SDC		Open space
Stag Theatre, London Road	Sevenoaks	Sevenoaks Town Council	Building	Indoor space Limited outdoor space
Edenbridge Leisure Centre, Station Road	Edenbridge	Sencio	Building	Indoor space, open space
Lullingstone Park Golf Club House	Eynsford	Sencio	Building	Indoor space, open space
Lullingstone Park Golf Course Depot	Eynsford	Sencio	Building	Storage, open space
Lullingstone Park Golf Course - Other Bldgs	Eynsford	Sencio	Building	Storage, open space
Sevenoaks Leisure Centre	Sevenoaks	Sencio	Building	Indoor space, open space
Wilderness Sports Centre	Sevenoaks	Sencio	Building	Indoor space, open space
Whiteoak Leisure Centre	Swanley	Sencio	Building	Indoor space, open space
Blighs Meadow - 66 London Road	Sevenoaks	Sencio	Building	Indoor space, open space
Car Park - Blighs	Sevenoaks	Public		Open space
Car Park - Bradbourne	Sevenoaks	Public		Open space
Car Park - Buckhurst 1	Sevenoaks	Public		Open space
Car Park - Buckhurst 2	Sevenoaks	Public		Open space
Car Park - Sennocke	Sevenoaks	Public		Open space
Car Park - Pembroke Road	Sevenoaks	Public		Open space
Car Park - St. Johns & St. James	Sevenoaks	Public		Open space
Car Park - South Park	Sevenoaks	Public		Open space
Car Park - Suffolk Way	Sevenoaks	Public		Open space
Parsons Croft Sewage Treatment Works	Hever	Service		
Pococks Bank, Sewage Treatment Works	Hever	Service		
Forge View Sewage Treatment Works	Underriver	Service		
Chequers Hill Sewage Treatment Works	Chiddingstone	Service		

5.3.1 Denial of Premises - Health & Hygiene – Heating

Service	Consequence	L	Mitigation/Action/Information	Owner
Heating boiler failure	Lack of heating. Health & hygiene. Inability to maintain minimum working temperatures	G	Seasonal – unlikely to be problematic in summer – almost immediate problem in winter. Dependant on electricity supply Hire in portable heaters	Property
Heating boiler failure:	Lack of heating. Health & hygiene. Inability to maintain minimum working temperatures	A	Duplicate boilers and pump sets installed	Property

See also:

5.7.2 *Denial of Utilities – Gas*

5.7.3 *Denial of Utilities – Electricity – Health & Safety Consequences*

5.3.2 Denial of Premises - Health & Hygiene - Hot Water

Service	Consequence	L	Mitigation/Action/Information	Owner
Hot water generators failure:	Health & hygiene. Lack of hot water for hand-washing etc.	G	Dependant on electricity supply No known alternative.	Property
Hot water generators failure:	Health & hygiene. Lack of hot water for hand-washing etc	A	Duplicate hot water generators installed. Shared finite tank water supply (see 5.3.3 <i>Denial of premises - health & hygiene – Mains water</i>)	Property
Hot water generators failure:	Health & hygiene. Lack of hot water for hand-washing etc.	D	Multiple systems: Office – dual gas fired boilers feeding one cylinder Mess room – one gas fired hot water generator Stores – point of use electric water heater	Property. SDS.

See also:

5.3.3 *Denial of premises - health & hygiene - Mains water* - For water mains failure

5.7.2 *Denial of Utilities – Gas*

5.7.3 *Denial of Utilities – Electricity – Health & Safety Consequences*

5.3.3 Denial of Premises - Health & Hygiene - Mains Water

Failure of mains supply but without immediate failure of tank supply (tank supply will eventually run out as not being replenished from mains supply)

Service	Consequence	L	Mitigation/Action/Information	Owner
Lack of drinking water	Health & hygiene	G	Facilities Management Team to aggregate and control distribution of bottled water supplies	FM
Lack of water for toilets, hand-washing etc.	Health & hygiene	G	Shared finite tank water supply	Property
Lack of hot water for hand-washing etc.	Health & hygiene	G	Shared finite tank water supply	Property
Lack of water for fire-fighting (underground car park sprinkler system)	Fire safety	A	Consider ceasing use of underground car park. Number and standard of trained fire marshals capable of fighting small fires with equipment provided.	Property
Heating system – lack of water to top-up heating system	Health & hygiene	G	Finite capacity feed tank	Property
Humidifier	Cooling of server room, humidity below optimum	A	Accept non-optimum humidity	Property. IT.

See also:

5.3.2 Denial of premises - Health & Hygiene - Hot Water

5.7.1 Denial of Utilities – Water

5.3.4 Denial of Premises - Health & Hygiene – Emergency Services

If, due to industrial action or other cause, there is a severe shortage of cover from the emergency services, it may have the following consequences:

Service	Consequence	L	Mitigation/Action/Information	Owner
Police	Lack of security cover for violent or aggressive customers in reception	G	Reception procedures. Personal alarms. Double-up staff in interviews.	FM. Users.
Police	Lack of call-out cover to intruder alarm activation	G	Insurance for theft and/or vandalism and damage. See 'Fire' cover for arson	Exchequer
Fire & Rescue Service	Lack of response to fire incidents Office hours	G	Office hours. Number and standard of trained fire marshals capable of fighting small fires with equipment provided. Previously industrial action by fire-fighters still allowed a response to 'life-or-death' incidents.	H&S
Fire & Rescue Service	Lack of response to fire incidents Out of hours.	A	Unless all CCTV and caretaking staff are appropriately trained, there is no mitigation. Previously industrial action by fire-fighters still allowed a response to 'life-or-death' incidents.	H&S
Fire & Rescue Service	Lack of response to fire alarm activation	G	Health and Safety Advisor to ensure evacuation drills, training and marshalling procedures are adequate. Previously industrial action by fire-fighters still allowed a response to 'life-or-death' incidents.	H&S
Fire & Rescue Service	Lack of response for 'search and rescue' e.g. for trapped persons	G	No mitigation. Previously industrial action by fire-fighters still allowed a response to 'life-or-death' incidents.	
Ambulance	Lack of ambulance (paramedic) cover for injury/illness to staff Office hours	G	Number and standard of trained first-aiders (office hours).	H&S

Sevenoaks District Council – Major Emergency Plan
Part 9 - Business Continuity Incident Management Plan

Service	Consequence	L	Mitigation/Action/Information	Owner
Ambulance	Lack of ambulance (paramedic) cover for injury/illness to staff Out of hours.	A	'Appointed Persons' first-aiders when building occupied out of hours. When building unoccupied, unless all CCTV and caretaking staff are appropriately trained, there is no mitigation.	H&S
Ambulance	Lack of ambulance (paramedic) cover for injury/illness to staff Out of hours.	G	'Appointed Persons' first-aiders. Unless sufficient staff are present and are appropriately trained, there is no mitigation	H&S
Ambulance	Lack of ambulance (transport) cover for injury/illness to staff	G	Use other emergency service vehicle or staff vehicle in extreme circumstances	H&S

5.3.5 Denial of Premises - Health & Hygiene - Disease

Service	Consequence	L	Mitigation/Action/Information	Owner
Infectious disease (e.g. pandemic flu)	Transmission of disease from public to staff	G	Scale back functions with contact with the public. Use appropriate Personal Protective Equipment if recommended by guidance where contact unavoidable	MT. H&S
Infectious disease (e.g. pandemic flu)	Transmission of disease from staff to staff	G	Amend cleaning/disinfecting routine to Government guidelines. Operator to instruct cleaning contractors accordingly.	Operator
Infectious disease (e.g. pandemic flu)	Transmission of disease from staff to staff	A	Amend cleaning/disinfecting routine to Government guidelines. Facilities Management Team to instruct cleaning contractors accordingly.	FM
Infectious disease (e.g. pandemic flu)	Transmission of disease from staff to staff	G	Expand home-working wherever possible	MT. HR

See Department of Health or Health Protection Agency information regarding type of Personal Protective Equipment and for guidance on premises cleaning, depending on the disease in circulation.

Appropriate cleaning materials will probably be in very high demand and early procurement of appropriate quantities is advisable.

See also:

5.6.1 Denial of staff due to illness, caring for others, too scared to travel etc.

Appendix B Home Working due to the invocation of this Business Continuity Plan

5.4 Paper Systems Loss/Failure

Including microfilm, microfiche etc.

1. There is no policy for the backing-up up paper records generally.
2. There is little backing-up of paper records
3. Some paper records are microfilmed, but all the microfilms are stored at Argyle Road.
4. Scanned documents are (presumably) backed-up at the same time as the other computer systems.

Paper and microfilm records will need to be salvaged after any building damage.

If wetted from flood damage or from fire-fighting media, specialist restoration may be required.

Paper and microfilm records that are not recoverable will be lost.

For paper or microfilm records to be appropriately backed-up, they will either need to be copied and stored off-site or they will need to be back-scanned and the data backed-up and stored off-site.

5.5.1 Staff Difficulty Getting to Place of Work - Obstruction

Service	Consequence	L	Mitigation/Action/Information	Owner
Roads blocked, for example by flooding, snow, Police cordons, exclusion zones, etc – short term	Alternative routes will generally be available	G	Staff should use their best endeavours to get to work by alternative routes	HR
Roads blocked, for example by flooding, snow, Police cordons, exclusion zones, etc – long term	Alternative routes will generally be available. More formal diversions may be in place.	G	Staff should use their best endeavours to get to work by alternative routes. Expand working from home Management Team to consider scale back of functions See 6.1 SDC Functions Listing	MT. HR.

See also:

5.6.1 Denial of Staff Due to Illness, Caring for Others, Too Scared to Travel, etc.

Appendix A SDC Functions Listing

Appendix B Home Working due to the invocation of this Business Continuity Plan

5.5.2 Staff Difficulty Getting to Place of Work - Transport

Service	Consequence	L	Mitigation/Action/Information	Owner
Public transport systems unavailable due to technical failure, industrial action, route obstruction etc – short term	Alternative routes/method of transport will generally be available including getting lifts from colleagues	G	Staff should use their best endeavours to get to work by alternative routes	HR
Public transport systems unavailable due to technical failure, industrial action, route obstruction etc - medium to long term	Alternative routes/method of transport will generally be available including getting lifts from colleagues	G	Staff should use their best endeavours to get to work by alternative routes If the disruption is likely to be of medium to long term duration, Human Resources Team could assist with arranging car-sharing (consider insurance implications)	HR
Public transport systems unavailable due to technical failure, industrial action, route obstruction etc	No viable alternative public transport route available	G	In extreme circumstances, Management Team to consider arranging specific transport for key staff using Council fleet (particularly minibuses) or other officers vehicles (consider insurance implications)	MT. HR. SDS.

See also:

5.6.1 Denial of Staff Due to Illness, Caring for Others, Too Scared to Travel, etc.

Appendix A SDC Functions Listing

5.5.3 Staff Difficulty Getting to Place of Work – Fuel disruption/shortage

Service	Consequence	L	Mitigation/Action/Information	Owner
Staff use of cars for Sevenoaks District Council business	Difficulty in obtaining fuel	G	Extended home-working could be considered. Management Team to implement scale-back of functions if protracted, particularly those that require staff to travel by car. Use Dunbrik diesel for essential staff cars if required	MT. HR. SDS.
Use of Direct Services fleet for Sevenoaks District Council business	Difficulty in obtaining fuel	G	Direct Services to administer their own diesel fuel storage and dispensing facility. Management Team/Direct Services to consider re-allocation of work away from petrol or Liquid Petroleum Gas vehicles. Management Team to implement scale-back of functions if protracted.	MT. SDS.
Diesel supply for emergency generator	Difficulty in obtaining fuel	A	Property Team to maintain stock at 80% of tank capacity or above. Source additional fuel as soon as possible if generator has been run for any period during fuel shortage	Property
Staff difficulty getting to place of work due to fuel shortage	Staff to use their best endeavours to get to work by alternative methods including getting lifts from colleagues	G	If the disruption is likely to be of medium to long term duration, Human Resources Team could assist with arranging car-sharing (consider insurance implications) In extreme circumstances, Management Team to consider arranging specific transport for key staff using Council fleet (particularly minibuses) or other officers vehicles (consider insurance implications)	HR

See also:

5.6.1 Denial of Staff Due to Illness, Caring for Others, Too Scared to Travel, etc.

5.8.3 Denial of Supplies and Services – Difficulty of Delivery – Fuel disruption/shortage

Appendix A SDC Functions Listing

Appendix B Home Working due to the invocation of this Business Continuity Plan

BERR – National Emergency Plan for Fuel – New Priority User Arrangements (not reproduced in the plan – RESTRICTED – See Emergency Planning Officer for details)

5.6.1 Denial of Staff Due to Illness, Caring for Others, Too Scared to Travel etc.

Service	Consequence	L	Mitigation/Action/Information	Owner
Staff shortage generally	Essential functions compromised	G	Management Team to re-deploy staff from less essential functions to more essential functions. Consider health and safety and training/supervision issues. See <i>Appendix A, SDC Functions Listing</i> to assist with prioritisation	MT. HR.
Generally	Staff absence	G	Human Resources leave of absence rules would apply	HR
Sickness (including pandemic, epidemic)	Staff absence	G	Usual Human Resources sickness policy and payments apply	HR
Caring for others (e.g. pandemic, epidemic)	Staff absence (well people looking after sick people)	G	If they are the prime carer and a GP has certificated that they are required to care for a person who is ill, then Sevenoaks District Council should grant paid leave, probably up to a maximum period to be determined by Management Team.	HR
Caring for others (e.g. if schools are closed due to pandemic/epidemic)	Staff absence (well people looking after well people)	G	Working from home, otherwise annual leave or unpaid leave	HR
Too scared to travel (e.g. pandemic, epidemic, terrorism)	Staff absence	G	Individuals will be warned by Human Resources Team that if they do not attend work, they will not be paid and could face disciplinary action	HR

See also:

Appendix A SDC Functions Listing

Appendix B Home Working due to the invocation of this Business Continuity Plan

5.7.1 Denial of Utilities – Water

Failure of tank supply but without failure of mains supply

Service	Consequence	L	Mitigation/Action/Information	Owner
Lack of water for toilets, hand-washing etc.	Health & hygiene	G	Use mains fed taps (cold) for hand washing.	Property
Lack of hot water for hand-washing etc.	Health & hygiene	G	None. No temporary alternative known.	Property
Heating system – lack of water to top-up heating system	Health & hygiene	G	Finite capacity feed tank	Property
Humidifier	Cooling of server room, humidity below optimum	A	Accept non-optimum humidity	Property. IT.

See also:

5.3.2 *Denial of premises - health & hygiene - Hot water*

5.3.3 *Denial of premises - health & hygiene – Mains water*

5.7.2 Denial of Utilities – Gas

Service	Consequence	L	Mitigation/Action/Information	Owner
Heating	No heating	G	See 5.3.1 <i>Denial of premises – health & hygiene – Heating</i>	Property
Hot Water	No hot water for hand washing etc.	G	See 5.3.2 <i>Denial of premises - health & hygiene - Hot water</i>	Property
Gas supply	Extended time to resume supply	G	This could be for an extended time due to the necessary procedure for safely reinstating the gas mains supply.	Property

See also:

5.3.1 *Denial of premises – health & hygiene – Heating*

5.3.2 *Denial of premises - health & hygiene - Hot water*

5.7.4 Denial of Utilities – Electricity – Health & Safety Consequences

Service	Consequence		Mitigation	Owner
Lack of lighting	Safety risk	G	Emergency lighting only provides low level of illumination and for a limited period of time Re-chargeable lighting available, but none owned (how are these re-charged?). Portable generators and 'site' lighting are hireable.	Property
Lack of lifts	Access difficulty for staff with disabilities	G	Temporarily relocate staff with disabilities to a level with suitable access:	MT. FM.
Lack of lifts	Access difficulty for staff with disabilities	A	Temporarily relocate staff with disabilities to basement level or ground floor level	MT. FM.
Lack of lifts	Access difficulty for trolleys Manual handling risk	A	Carry items to first and second floors – consider manual handling restrictions. If too heavy, leave in 'goods in' room, or split into manageable parcels if possible. Consult Health and Safety Advisor	FM
Lack of lifts	At point of power failure, people trapped in lift(s)	A	Property Team and Facilities Management Team to have sufficient personnel trained in lift lowering and lift release procedures.	Property. FM.
Lack of hoist	From Print Room Manual handling risk	A	Carry items to first and second floors – consider manual handling restrictions. If too heavy, leave in Print Room or in 'goods in' room, or split into manageable parcels. Consult Health and Safety Advisor.	FM
Lack of fire alarm system	Fire safety risk Limited battery back up	A	Alarm system has 48+hrs battery back-up. Phone connection has battery back-up and is on generator supply	Property. H&S.

Sevenoaks District Council – Major Emergency Plan
Part 9 - Business Continuity Incident Management Plan

Service	Consequence	L	Mitigation/Action/Information	Owner
Lack of fire alarm system	Vesda system (server room and annexe). Limited battery back up.	A	Alarm system has 72+hrs battery back-up and connects to main fire alarm system	Property. H&S.
Lack of intruder alarm	Risk to security Limited battery back up	A	Alarm system has 48+hrs battery back-up and connects to CCTV Control Room.	Property
Lack of 'panic' alarms	Safety risk	G	Personal alarms. Managers to implement the doubling-up staff for interviews where required. Consider cancelling or postponing interviews if possible. Panic alarms are connected to the intruder alarm system which has 48+hrs battery back-up and connects to CCTV Control Room.	H&S. Users.
Heating	Heating system controls, pumps etc, need electricity to operate	G	See 5.3.1 <i>Denial of premises - health & hygiene – Heating</i>	Property
Hot water	Hot water system controls, pumps etc, need electricity to operate	G	See 5.3.2 <i>Denial of premises - health & hygiene - Hot water</i>	Property
Beverage boilers/kettles	Inability to provide hot drinks to staff – particularly for those returning from working outside in cold weather	G	No mitigation. Gas powered water boilers are available from plant hire companies.	FM
No air conditioning/mechanical ventilation/fans	Lack of comfort cooling/ventilation for staff	G	Management Team to accept reduction in productivity and to allow for more frequent breaks. Facilities Management Team to provide drinking water	MT. FM.

Sevenoaks District Council – Major Emergency Plan
Part 9 - Business Continuity Incident Management Plan

Service	Consequence	L	Mitigation/Action/Information	Owner
Loss of ventilation – underground car park	Possible accumulation of exhaust fumes	A	Suspend or restrict use of underground car park if required (possibly dependant on wind strength and direction) (seek advice from Environmental Health Team – Air Quality)	Property. EHO
Loss of use of equipment	Vehicle maintenance equipment	D	None unless on generator supply	SDS

See also:

5.3.1 Denial of premises – health & hygiene – Heating

5.3.2 Denial of premises - health & hygiene - Hot water

5.7.4 Denial of Utilities – Electricity – Operational Consequences

5.7.4 Denial of Utilities – Electricity – Operational Consequences

Service	Consequence	L	Mitigation	Owner
No IT	No electronic working	G	Revert to paper-based systems	Users
Loss of IT dependant systems	For example, air quality monitoring, rain gauges BMS	G	Possible loss of data Possible loss of system control	Property. IT.
No air conditioning to server room etc.	Air conditioning cools the server room and excessive temperature will damage the equipment	A	IT equipment will auto-shut down when temperature limit is exceeded, even if the servers continue running on Uninterruptible Power Supply or generator supplies	Property. IT.
Fridges – Environmental Health	In first floor store and in basement ‘meat room’ – degradation of samples etc.	A	None. Open fridge as infrequently as possible to maintain low temperature for as long as possible	EHO
Fridges – Staff use	Spoilt contents	G	Facilities Management Team to advise staff to remove food items from fridges	FM
Fax	No fax machines unless on generator supply	G	Use fax on generator supply	IT
Copying	No copiers or printing machines unless on generator supply	G	Move a copier to an area on generator supply	FM

See also:

5.7.3 Denial of Utilities – Electricity – Health & Safety Consequences

Appendix A SDC Functions Listing

5.7.5 Denial of Communications

Note – PSTN – Public Service Telephone Network

Service	Consequence	L	Mitigation/Action/Information	Owner
Internal phone system	No outgoing or incoming calls	G	Use of mobile phones. Use phone systems in other Council premises. Use direct PSTN lines that do not pass through the main Council switch.	Users
External PSTN failure	No outgoing or incoming calls	G	Use alternatives – See Part 5.7 <i>Resilient Telecommunication Plan</i> - Reduced demand.	Users
External PSTN failure	Probable failure of mobile phone networks	G	Use alternatives – See Part 5.7 <i>Resilient Telecommunication Plan</i> - Reduced demand.	Users
External PSTN failure	Loss of fax	G	None	
External PSTN failure	Loss of e-mail	G	Use PDAs if mobile networks available, otherwise none.	Users
External PSTN failure	Loss of internet	G	Use PDAs if mobile networks available, otherwise none	Users
External PSTN failure (fire alarm system)	Loss of alarm system monitoring service. Risk from fire will increase	G	Increase vigilance. Number of trained fire marshals.	H&S
External PSTN failure (intruder alarm system)	Inability of CCTV Control Room to phone Police. Risk from burglary will increase	G	Increase vigilance Police Airwave radio system should still be functioning	CCTV
External PSTN failure	Loss of some/most CCTV functions	A	None	CCTV
External PSTN failure	Loss of Building Management System	A	Set plant manually by appropriately trained Property Team personnel.	Property
External PSTN failure	Loss of Building Management System	S	Set plant manually at Stag Theatre by site visits from appropriately trained Property Team personnel or by trained Stag employees (if any).	Property

Sevenoaks District Council – Major Emergency Plan
Part 9 - Business Continuity Incident Management Plan

Service	Consequence	L	Mitigation/Action/Information	Owner
General mobile network failure	Loss of all mobile phone services	G	Use landline phones. Avoid site visits to hazardous sites and known problematic addresses. Avoid lone working – always send at least two officers	Users
Mobile network non-availability – single or multiple service – due to invocation of MTPAS	Loss of mobile service – by provider Majority of Council mobiles are on O2.	G	Use: Landline phones O2 MTPAS registered phones, or Orange MTPAS registered phones, or Manx Telecom MTPAS registered phones	EPO
Mobile network failure – single service – any reason that is <u>not</u> due to invocation of MTPAS	Loss of mobile service – by provider Majority of Council mobiles are on O2.	G	Use mobile phones from other providers (Orange, Manx Telecom etc.)	Users

If communications failure is concurrent with electricity mains failure, alternative devices will need to be re-charged from spaces on the building generator supply, or from a vehicle supply. Alternatively, portable electrical generators can be hired.

See Part 5.7 *Resilient Telecommunication Plan*.

5.8.1 Denial of Supplies and Services – General

Excluding fuel. See 5.5.3 and 5.8.3

Service	Consequence	L	Mitigation/Action/Information	Owner
Disruptive challenge affecting supplier	Disruption or failure of supply	G	All suppliers should have adequate business continuity arrangements in place [Legal Team - Consider Business Continuity Management clause in contracts – Business Continuity Plan requirement]	Supplier Legal
Disruptive challenge affecting supplier	Disruption or failure of supply	G	Consider holding reserves / stock / spares of 'mission critical' equipment or supplies	Users
Disruptive challenge affecting supplier	Disruption or failure of supply	G	Ensure that details of alternative suppliers are available for 'mission critical' equipment or supplies	Users

See also:

5.5.3 *Staff Difficulty Getting to Place of Work – Fuel disruption/shortage*

5.8.3 *Denial of Supplies and Services – Difficulty of Delivery – Fuel disruption/shortage*

Appendix A *SDC Functions Listing*

5.8.2 Denial of Supplies and Services – Difficulty of Delivery - Obstruction

Service	Consequence	L	Mitigation/Action/Information	Owner
Roads blocked, for example by flooding, snow, Police cordons, exclusion zones, etc	Alternative routes will generally be available	G	Suppliers must use their best endeavours to deliver by alternative routes Facilities Management Team/operator to consider keeping building open and personnel available to accept known delayed delivery	Supplier FM

5.8.3 Denial of Supplies and Services – Difficulty of Delivery – Fuel disruption/shortage

Service	Consequence	L	Mitigation/Action/Information	Owner
Supplier fuel shortage	Lack of delivery of supplies	G	This should be covered by the supplier's business continuity arrangements. In extreme circumstances, collect supplies from supplier using Council fleet vehicle and driver(s) – consider re-charging/discount	Supplier FM. SDS.
Supplier's staff difficulty getting to place of work due to fuel shortage	Lack of delivery of supplies	G	This should be covered by the supplier's business continuity arrangements.	Supplier

See also:

5.5.3 Staff Difficulty Getting to Place of Work – Fuel disruption/shortage

5.8.1 Denial of Supplies and Services – General

5.8.4 Denial of Supplies and Services – Lack of Personnel (e.g. Industrial Action, Sickness)

This should be covered by the supplier's business continuity arrangements.

Service	Consequence	L	Mitigation/Action/Information	Owner
Supplier's lack of personnel	Unable of supply	G	Alternative supplier	Exchequer
Supplier's lack of personnel	Able to supply, but unable to deliver.	G	In extreme circumstances, collect supplies from supplier using Sevenoaks District Council fleet vehicle and driver(s) – consider re-charging	FM. SDS.

See also:

5.8.1 Denial of Supplies and Services – General

Appendix A SDC Functions Listing

5.8.5 Denial of Supplies and Services – Financial Services, Banking

Service	Consequence	L	Mitigation/Action/Information	Owner
BACS	Failure of service	G	Consider using cheque, credit card and cash transactions temporarily. Maintain security of cheques, cards and cash. Ensure procedures for the issuing of cheques (manually or otherwise) are robust and secure.	Finance
Cheque processing	Failure of service	G	Consider using only BACS, credit card and cash transactions temporarily. Maintain security of cards and cash.	Finance
Cheques	Unavailability of cheques at Argyle Road offices	A	Obtain additional cheques from suppliers (some supply is usually in secure storage at suppliers)	Finance
Cash	Unavailability of cash	G	Consider using BACS, credit card and cheques. Maintain security of cards and cheques. Ensure procedures for the issuing of cheques (manually or otherwise) are robust and secure.	Finance
Council credit cards	Inability to use	G	Consider using BACS, cheque and cash transactions temporarily. Maintain security of cheques and cash. Ensure procedures for the issuing of cheques (manually or otherwise) are robust and secure.	Finance

Sevenoaks District Council – Major Emergency Plan
Part 9 - Business Continuity Incident Management Plan

Service	Consequence	L	Mitigation/Action/Information	Owner
Payroll	Inability to pay staff by usual method (BACS)	G	Consider using cheque payment. Maintain security of cheques. Ensure procedures for the issuing of cheques (manually or otherwise) are robust and secure. It may be appropriate to pay the 'same amount as last month' if allowances and deductions cannot be adequately calculated. Adjustment will need to be made when normal service is resumed.	Payroll
Temporary or permanent closure of bank	Inability to use BACS service. Inability to use cheques. Unavailability of cash.	G	The Council has funds in more than one bank. Use alternative bank(s).	Finance

See also:

Appendix A SDC Functions Listing

Ensure procedures for the issuing of cheques (manually or otherwise) are robust and secure.

Council Credit Card Holders

For listing including out-of-hours contact numbers and mobile phone numbers, see the *Emergency Directory*.

5.8.6 Denial of Supplies and Services – Consultants

Service	Consequence	L	Mitigation/Action/Information	Owner
Consultant ceases trading	Continuation of outstanding work	G	Select and appoint replacement consultant. Consider if waiver of Standing Orders is required.	Users
Consultant ceases trading	Copyright issues	G	Check who owns the copyright on any work done before releasing it to an alternative consultant.	Users. Legal.
Consultant ceases trading	Finance and legal issues	G		Finance. Legal.

5.8.7 Denial of Supplies and Services – Contractors

Service	Consequence	L	Mitigation/Action/Information	Owner
Contractor ceases trading	Continuation of outstanding work	G	Inevitable delay. Appoint replacement contractor. Consider if waiver of Standing Orders is required.	Users. Legal.
Contractor ceases trading	Finance and legal issues	G		Finance. Legal.

Section 6.0 - Recovery Phase

6.1 Generally

For the vast majority of the functions listed in the Business Impact Assessment, it is indicated that processes can be undertaken without IT systems, with paper records being kept, and that these would need to be entered into the IT systems when they were restored. Clearly, this process will take some time and the digital record cannot be regarded as complete until this is done. There is a possibility of data loss, either in electronic form or in the temporary paper records, and dealing with issues arising from this loss should be considered.

If for whatever reason, 'mission critical equipment' has been lost, this will need to be replaced as soon as possible to allow the continuation of service. If the cost of the equipment is sufficiently high to warrant procurement under standing order rules, these orders may need to be waived in these circumstances.

Following any event that has any effect on the mechanical and electrical services or on the phone and data network, appropriate testing for integrity and safety may be required. This particularly applies where part of the premises have been rendered unusable, and before the remainder is put back into use. For example, after a denial of water event, the quality of the water may need to be checked prior to use.

The health and safety of staff during the recovery phase must be considered. For example, the manual handling requirements of moving salvaged or damaged furniture. Air quality may be an issue after some types of event and specialist or deep cleaning may be required.

Human Resources Team to Arrange welfare for any affected staff.

Plan to re-stock with materials, stationery and consumables.

Check generator diesel tank and plan to re-fill tank as soon as possible after any event that has caused the generator to run for any extended period of time.

6.2 Following Denial of IT Event

- Test network infrastructure and arrange repair
- Data and application restoration
- Test salvaged equipment and re-deploy
- Repair damaged equipment, if viable
- Acquisition of replacement equipment (like-for-like replacement or upgrade?)
- Restore local applications (See Section 5.1.2)
- Relocate displaced staff (from NDR site) to original or replacement site.
- Consider exit plan from NDR contract arrangements.

6.3 Following Denial of Premises Event

6.3.1 Partial Destruction

- Insurance claim and other insurance and financial issues.
- Check structural integrity of remaining parts of building. Arrange works to make safe. Property Team.
- Arrange works to physically isolate unused areas (screening/hoarding etc.). Property Team.
- Salvage equipment, records, furniture etc. and place into storage for future re-use. Facilities Management Team.
- Disconnection, isolation and safety testing of water (hot, cold and mains), gas, electricity (power, mains), generator supply, heating, ventilation, fire and intruder alarms, lighting (including emergency lighting), fire fighting systems, swipe card entry system, panic alarms. Property Team.
- Ensure sufficient systems are in place for the health, safety and welfare of occupying staff (heating, hot water, drinking water, drainage, etc.).
- Disconnection, isolation and safety testing of phone and data cabling. IT Team.
- Consider replacement plant, systems, equipment, etc. in light of latest technology, energy efficiency, effectiveness etc.
- Check areas for re-use for health and safety hazards. Check fire extinguishers etc. Health and Safety Advisor.
- Arrange medium term accommodation for displaced staff. Property Team
- Notify staff of developments and temporary arrangements. Human Resources Team
- Arrange works to rebuild or repair damaged areas. Property Team
- Plan for re-occupation when works complete, including those at alternative sites and those home-working. Management Team and Human Resources Team.

6.3.2 Total destruction

As 6.3.1 Partial Destruction and:

- Re-building or permanent relocation. Consider if it advantageous to relocate permanently to an alternative site. If not, consider if it is appropriate to replace like-for-like or to build something different on the same site.
- Consider re-configuration of building into new interior layout (for example, locating server room on outside wall to assist with ventilation and cooling)
- Plan for occupation of replacement premises, including recovery of salvaged materials from storage, new IT installation etc.

6.3.2 Health & Hygiene

- Heating – re-occupy premises when heating repaired or replaced, tested and commissioned
- Hot water – re-occupy premises when hot water generators repaired or replaced, tested and commissioned
- Mains water – re-occupy premises when supply restored, tested and commissioned (including sprinkler system)
- Emergency services - re-occupy premises when service restored
- Disease – consider specialist or deep cleaning of premises. Health and Safety Advisor and Environmental Health Team.
- Disease – return routine cleaning to 'normal' regime. Facilities Management Team.
- Disease – ensure any infected waste is all properly disposed of. Facilities Management Team
- Disease – plan for people on home-working to return to normal workplace. Human Resources Team.

6.4 Following Paper Systems Loss Event

- Consider restoration of damaged paper, microfilm and microfiche records. Facilities Management Team.

6.5 Following Denial of Personnel Event

- Ensure that all absences are dealt with fairly in accordance with established or temporary arrangements. Human Resources Team.
- Plan for people on home-working to return to normal workplace. Human Resources Team
- Plan for close-down of any car-sharing or other transport arrangements and resolve any disputes. Human Resources Team.
- Return Council vehicles to normal duty. Direct Services Team.

6.6 Following Denial of Utilities Event

- Water - re-occupy premises when supply reinstated, tested and commissioned
- Heating – re-occupy premises when heating repaired or replaced, tested and commissioned
- Hot water – re-occupy premises when hot water generators repaired or replaced, tested and commissioned
- Gas – this could be for an extended time due to the necessary procedure for safely reinstating the gas mains supply.
- Electricity – consider turn-on load after electricity outage. Turn off as many electrical items as possible before restoring supply. Property Team and Facilities Management Team.
- Electricity – arrange for testing of hoists and lifts if necessary. Property Team
- Electricity – arrange for fire alarm system to be tested, including battery back-up. Property Team
- Electricity – test emergency lighting. Property Team
- Electricity – arrange for intruder alarm system to be tested, including battery back-up. Property Team
- Electricity – re-programme heating and other controls, time switches etc. Property team.
- Electricity – staff fridges – dispose of any spoiled contents and clean fridge. Facilities Management Team.
- Electricity – arrange for recharging or replacement of batteries in supported systems. Property Team.
- Communications – re-start phone system if necessary. IT Team.
- Communications – check and test Building Management System. Property Team.

6.7 Following Denial of Supplies and Service Event

- Consider future stock levels, including storage and rotation
- Consider changing supply arrangements – Legal Team
- Check that all ordered supplies have been delivered.
- Banking – get assurance that all systems are back to normal before stopping temporary arrangements.
- Banking – consider number of cheques held on site and number and suitability of credit card holders

Appendix A - Sevenoaks District Council Functions Listing

Note: There is no relevance to the order of functions within each category, these are in the same order as the functions listing in the Business Impact Analysis

CExec Chief Executives Department
CRes Corporate Resources Department

C&P Community and Planning Services Department

Dept	Service	Function	Notes	Impacted Within 24 hrs	Impacted 1 to 3 days	Impacted 3 to 7 days	Impacted Over 7 days
CExec	Policy, Performance & Communications	Internal and External Communications	Warning & Informing				
CRes	Finance & HR	Emergency Planning Business Continuity	Emergencies				
CRes	Finance & HR	Health and Safety	Staff safety				
CRes	Finance & HR	Benefits administration	Public safety				
CRes	Finance & HR	Purchase orders Cashiers	Maintain service				
CRes	Legal Services	Elections	Time Critical				
CRes	IT & FM	Facilities Management	Maintain environment				
CRes	IT & FM	Telecoms	Warning & Informing				
CRes	Finance & HR	Contact Centre	Warning & Informing				
C&P	Environmental & Operational Services	Public Health	Public safety				
C&P	Environmental & Operational Services	Emergency Stand-by	Emergencies				
C&P	Environmental & Operational Services	Dunbrik Depot	Maintain environment				

Sevenoaks District Council – Major Emergency Plan
Part 9 - Business Continuity Incident Management Plan – Appendices

Dept	Service	Function	Notes	Impacted Within 24 hrs	Impacted 1 to 3 days	Impacted 3 to 7 days	Impacted Over 7 days
C&P	Environmental & Operational Services	Building Control	Target led				
C&P	Environmental & Operational Services	Dangerous Structures	Emergencies				
C&P	Housing	Emergency and or temporary accommodation for homeless people	Emergencies				
C&P	Housing	Provide storage for possessions when people are homeless Re-home pets					
C&P	Housing	In emergencies, work with other Agencies to provide beds blankets and food etc	Emergencies				
CRes	Finance & HR	Building Services	Maintain environment				
CRes	Finance & HR	Payroll					
CRes	IT & FM	Technical Support	Maintain service				
CRes	IT & FM	IT Customer Support	Maintain service				
CRes	IT & FM	Geographical Information System	Emergencies				
CRes	IT & FM	Caretaking	Security				
CRes	Finance & HR	Argyle Road Reception,	Warning & Informing				
C&P	Environmental & Operational Services	Vehicle Maintenance	Staff safety				

Sevenoaks District Council – Major Emergency Plan
Part 9 - Business Continuity Incident Management Plan – Appendices

Dept	Service	Function	Notes	Impacted Within 24 hrs	Impacted 1 to 3 days	Impacted 3 to 7 days	Impacted Over 7 days
CExec	Secretariat	Chief Execs PA Support					
CRes	Finance & HR	NNDR tax collection Council Tax collection	Time dependant			Some	Most
CRes	Finance & HR	Creditor payments					
CRes	Legal Services	Legal Services Monitoring Officer	Statutory				
CRes	IT & FM	Print Services	Warning & Informing				
CRes	IT & FM	Post Room services					
C&P	Community Development	Work with the Police and Kent County Council and other partners on community safety issues	Public safety				
C&P	Environmental & Operational Services	Dog Warden	Public safety				
C&P	Environmental & Operational Services	Food Hygiene	Public safety				
C&P	Environmental & Operational Services	Refuse Collection & Recycling					
C&P	Environmental & Operational Services	Pest Control					
C&P	Environmental & Operational Services	CCTV					
C&P	Development Services	Planning applications	Target led			Some	Most

Sevenoaks District Council – Major Emergency Plan
Part 9 - Business Continuity Incident Management Plan – Appendices

Dept	Service	Function	Notes	Impacted Within 24 hrs	Impacted 1 to 3 days	Impacted 3 to 7 days	Impacted Over 7 days
CRes	Finance & HR	Staff Recruitment Staff Training Elected Member Training					
CRes	Finance & HR	Employee Relations					
CExec	Policy, Performance & Communications	Performance Management Citizens' Panel Best Value CPA Support to management team Efficiency Issues Equalities Service & Budget Planning The Council's Vision					
CRes	Secretariat	Corporate Resources PA Support					
CRes	Finance & HR	Building Estate Management Property Property Records					
CRes	Finance & HR	Building Surveying					
CRes	Finance & HR	Property Technical/Administrative/Finance Support					
CRes	Finance & HR	Audit					
CRes	Finance & HR	Benefits Fraud Investigation					
CRes	Finance & HR	Debtor recovery and administration					

Sevenoaks District Council – Major Emergency Plan
Part 9 - Business Continuity Incident Management Plan – Appendices

Dept	Service	Function	Notes	Impacted Within 24 hrs	Impacted 1 to 3 days	Impacted 3 to 7 days	Impacted Over 7 days
CRes	Finance & HR	Insurance Concessionary fares scheme					
CRes	Finance & HR	Financial support Production of statutory accounts					
CRes	Finance & HR	Investments Banking Maintenance of financial records	Maintain service				
CRes	Legal Services	Local Land Charges					
CRes	Legal Services	Committee Services					
CRes	IT & FM	IT Project Management					
CRes	IT & FM	Portering					
CRes	IT & FM	Scanning					
CRes	IT & FM	Microfilming					
CRes	IT & FM	Swanley Local Office					
CRes	IT & FM	Corporate Complaints Procedure					
C&P	Secretariat	Community & Planning PA Support					
C&P	Community Development	Community Plan co-ordination and implementation					
C&P	Community Development	Community development projects					
C&P	Community Development	Grant aid to the voluntary sector					

Sevenoaks District Council – Major Emergency Plan
Part 9 - Business Continuity Incident Management Plan – Appendices

Dept	Service	Function	Notes	Impacted Within 24 hrs	Impacted 1 to 3 days	Impacted 3 to 7 days	Impacted Over 7 days
C&P	Community Development	Support to the voluntary sector					
C&P	Community Development	Parish Councils – Capital schemes in parishes					
C&P	Community Development	Support to parish councils					
C&P	Community Development	Youth development					
C&P	Community Development	Youth activities					
C&P	Community Development	Health improvement initiatives					
C&P	Community Development	Sustainable development					
C&P	Community Development	Regeneration projects					
C&P	Community Development	Co-ordinate the Councils implementation of the Local Area Agreement					
C&P	Community Development	Partnership work with Sencio Community Leisure					
C&P	Community Development	Arts- Culture - Sevenoaks Playhouse					
C&P	Community Development	West Kent Partnership co-ordination					
C&P	Environmental & Operational Services	Licensing Act 2003 Taxi Licensing					

Sevenoaks District Council – Major Emergency Plan
Part 9 - Business Continuity Incident Management Plan – Appendices

Dept	Service	Function	Notes	Impacted Within 24 hrs	Impacted 1 to 3 days	Impacted 3 to 7 days	Impacted Over 7 days
C&P	Environmental & Operational Services	Clean Air (LAPC)					
C&P	Environmental & Operational Services	Health & Safety	Public safety				
C&P	Environmental & Operational Services	Licensing (Health)					
C&P	Environmental & Operational Services	Noise Control					
C&P	Environmental & Operational Services	Air Quality					
C&P	Environmental & Operational Services	Contaminated land					
C&P	Environmental & Operational Services	Street Cleaning					
C&P	Environmental & Operational Services	Abandoned Vehicles					
C&P	Environmental & Operational Services	Fly Tipping					
C&P	Environmental & Operational Services	Public Conveniences					
C&P	Environmental & Operational Services	Fleet Management					
C&P	Environmental & Operational Services	Cesspool Emptying					
C&P	Environmental & Operational Services	Construction Services					
C&P	Environmental & Operational Services	Building Cleaning					
C&P	Environmental & Operational Services	Minibus Service					
C&P	Environmental & Operational Services	Grounds Maintenance					

Sevenoaks District Council – Major Emergency Plan
Part 9 - Business Continuity Incident Management Plan – Appendices

Dept	Service	Function	Notes	Impacted Within 24 hrs	Impacted 1 to 3 days	Impacted 3 to 7 days	Impacted Over 7 days
C&P	Environmental & Operational Services	Edenbridge Community Street Warden					
C&P	Environmental & Operational Services	Bus Stations					
C&P	Environmental & Operational Services	Parking decriminalisation					
C&P	Environmental & Operational Services	Car parks					
C&P	Environmental & Operational Services	Highways liaison					
C&P	Environmental & Operational Services	Public transport support					
C&P	Environmental & Operational Services	Street naming & numbering					
C&P	Environmental & Operational Services	Ranger Services					
C&P	Environmental & Operational Services	Management of SDC rural landholding					
C&P	Development Services	Planning applications					
C&P	Development Services	Planning enforcement					
C&P	Environmental & Operational Services	Demolitions					
C&P	Housing	Provide appropriate advice to secure permanent accommodation					
C&P	Housing	Assist with permanent accommodation through Housing Register or private sector					

Sevenoaks District Council – Major Emergency Plan
Part 9 - Business Continuity Incident Management Plan – Appendices

Dept	Service	Function	Notes	Impacted Within 24 hrs	Impacted 1 to 3 days	Impacted 3 to 7 days	Impacted Over 7 days
C&P	Housing	To ensure properties are fit for occupation	Public safety				
C&P	Housing	Paupers Funerals					
C&P	Housing	Gypsy liaison					
C&P	Development Services	Planning Policy					
C&P	Development Services	Local Development Framework					
C&P	Development Services	Economic Development					
C&P	Development Services	Conservation					
C&P	Community Development	Tourism					
C&P	Development Services	Arboricultural services					

Appendix B - Home Working due to the invocation of this Business Continuity Plan

B1 General

If an officer's normal place of work is unavailable, it may be necessary for home-working to be expanded while remedial measures are put in place. These notes are for guidance should this be needed.

- If available, suitable IT equipment may be borrowed from the IT & FM Team.
- Home-working is best suited to those with self-discipline, personal planning, time management and work prioritisation skills.
- They must be made aware of lone working issues, e.g. personal safety, meeting with customers, etc.
- Working from home in these circumstances is based on the needs of the service; there is no right to work at home.

B2 'Official' Place of Work

For Officers who work at home as a result of the implementation of this plan, the 'official' place of work will remain their normal place of work. They may need to attend the normal place of work or other location as directed by their manager.

B3 Working Time Regulations

Officers must comply with the Working Time Regulations. Managers must be satisfied that the rules are understood.

The main points are:

- *maximum weekly working time* is not to exceed 48 hours per 7 day period when averaged out over a 17 week period.
- *rest breaks during the working day* – rest break of at least 20 minutes when an officer works for more than 6 hours per day
- *length of daily rest (e.g. overnight)* – daily rest of 11 hours per 24 hours
- *length of the weekly rest (e.g. weekend)* – usually 24 hours rest in each 7 day period (doesn't include the rest period from the previous day)

An individual should not work in a pattern that denies them the right breaks. However, there are some flexibilities: for example the weekly break does not have to be at a weekend, and need not be two consecutive days off. The 48 hour limit is averaged over a long period, so it does allow some heavier weeks as long as they average out with lighter weeks.

Flexibility on hours include:

- Flexitime. Managers may agree to vary core and flexible times.
- Time off in lieu. Managers must agree parameters to avoid large positive or negative balances of time building up.

Managers must make appropriate allowance for Officers on part time working.

B4 Payment

- As the home is not the 'official' place of work, journeys to the normal place of work will still be regarded as normal home to work travel and will not be claimable.
- As of right, officers will not receive an increase in their pay in respect of working at home due to the invocation of this plan.
- Telephone provision should be by use of a Council mobile phone whenever possible. Arrangements may be made to compensate officers for telephone calls if a Council mobile phone is not available
- Overtime should only be applied when the employee is required to work at a time that attracts overtime. If the officer chooses to work at those times for their own convenience, normal payments will be made.
- If the officer works additional hours on a given week as part of a time off in lieu or averaged hours arrangement, overtime payments will not apply.

B5 Health and Safety issues

Officers working at home will be issued with Health and Safety guidance by the Human Resources Team preferably before home working starts, or considering these circumstances, as soon as possible after starting. Employee and employer maintain their obligations under the Health and Safety Policy and relevant legislation. The employee will be asked to fill in a self-assessment form and return it to his manager, who will use it to assess any risks and the measures necessary to control them. A home visit may be necessary for the manager to complete the risk assessment on site. The employee and manager should co-operate to ensure a safe and healthy working space at the employee's home. If the manager feels the working area is not satisfactory then he or she may require the employee to work from another location until the home area is satisfactory. The area in which the individual works at home must be conducive to work, sufficiently secure and safe, but need not be a specific office set-up.

Please note:

- Meetings/business visits must not be held at the employee's home.
- The employer reserves the right to visit, (for example to make a risk assessment), but reasonable notice will be given unless urgent access is necessary.
- A manager may not insist that the home is used as a workplace if the employee is unwilling to do so.
- Colleagues should be aware of staff locations.
- It is not recommended that officers should give out their personal home phone number or home address for business use as this may cause unwanted subsequent intrusion into their personal life.

B6 Mortgages and insurance

Officers working at home must advise their Mortgage Providers and Home Insurance Companies in writing that they are working at home, and that the Council arranges third party public and private liability insurance. If the company is not informed it may invalidate an individual's policy or mortgage agreement. Most Council equipment is insured on the Council's policy and the Council will normally bear the cost if lost or damaged, provided the employee can show reasonable care has been taken.

B7 Hot-desking

If home working is initiated due to the invocation of this plan, there will still be a need for home workers to visit either their normal place of work or an alternative location from time to time. Clearly there will not be sufficient desks for all staff so 'hot-desking' will be used. This will probably consist of shared desk areas with PCs, which can be used by any employee. If space and furniture allows, an individual lockable pedestal or locker space may be provided. A 'clear desk' policy is essential if this is to work smoothly.

B8 Contact and Management

- Officers must guarantee to be contactable at least at a certain place and time.

Managers must:

- seek guidance if necessary on Health and Safety and risk assessment for home workers.
- focus on outcomes rather than inputs and to be able to quantify the minimum outcomes required as precisely as possible and should monitor whether these are being achieved.
- ensure that home workers continue to feel part of the team and arrange for home-based employees to attend an appropriate location from time to time, at least once a fortnight.

Appendix C - Service-specific Mission Critical Equipment

BIA REF	SERVICE	FUNCTION	Risk 24h	Risk 72h	Risk wk	Risk Wk+	Special Equipment	Primary Supplier	Alternative Supplier	Alternative Supplier
10	Property	Emergency Planning Business Continuity					Satellite phone Inmarsat BGAN	AST Ltd, Satellite House, Bessemer Way, Harfreys Ind Est, Great Yarmouth, Norfolk, NR31 0LX 01493 440011 www.satcomms.com	AST London Ravensbourne Business Centre, Westerham Rd., Keston Kent BR2 6HE 01689 868 070 www.satcomms.com	
							VHF-UHF Radios	Waters & Stanton plc Spa House 22 Main Rd., Hockley Essex SS5 4QS 08000 737388 www.wsplc.com	Martin Lynch & Sons Ltd Outline House 73 Guildford St. Chertsey Surrey KT16 9AS 0845 2300599 www.hamradio.co.uk	Nevada Radio Unit 1, Fitzherbert Spur, Farlington, Portsmouth Hampshire PO6 1TT 023 9231 3090 www.nevadaradio.co.uk
							Rest centre boes	Kent County Council	Borrow from Kent County Council	Borrow from another Kent District Council
							FCPO box	Sevenoaks District Council	Standard PPE etc. – Retail Other – do without	
12	Property	Health and Safety	C	C	C	C	Measuring equipment	Retail and specialist retail		
40	Technology	Telecoms	C	C	C	C	Switch	BT 0800 917 9906 www.bt.com		
2	Communications	External and Internal Communications	H	C	C	C	Camera	Retail		

Sevenoaks District Council – Major Emergency Plan
Part 9 - Business Continuity Incident Management Plan – Appendices

BIA REF	SERVICE	FUNCTION	Risk 24h	Risk 72h	Risk wk	Risk Wk+	Special Equipment	Primary Supplier	Alternative Supplier	Alternative Supplier
16	Housing Benefits	Benefits administration	H	C	C	C	Scanning	See: Facilities Management - Scanning		
41	Contact Centre	Contact Centre	H	C	C	C	McFarlane	Macfarlane Telesystems Ltd 22 - 26 Albert Embankment, London SE1 7TJ 020 7314 1314 www.macfar.co.uk		
87	Direct Services	Emergency Stand-by	H	C	C	C	Tools	Retail		
42	Contact Centre	Argyle Road Reception	M	H	C	C	Personal alarms	Stat-Express Ltd Unit F.13 Broadoak Enterprise Est Broadoak Rd. Sittingbourne Kent ME9 8AQ 01795 425381 www.stateexpress.co.uk	Seton PO Box 77, Banbury, Oxon OX16 2LS 0800 585501 www.seton.co.uk	
77	Direct Services	Vehicle Maintenance	M	H	H	C	Workshop equipment	Specialist supply		
25	Legal	Legal Services Monitoring Officer	M	M	H	H	Precedents	LexisNexis Butterworths Customer Services, 2 Addiscombe Rd., Croydon, CR9 5AF 0845 370 1234 www.lexisnexis.co.uk		
39	Facilities Management	Post Room services	M	M	H	H	Stuffer	Neopost Limited South Street, Romford, Essex, RM1 2AR 0800 515297 www.neopost.co.uk		
							Franking machine	Pitney Bowes Limited The Pinnacles, Harlow, Essex CM19 5BD 08705 252525 www.pitneybowes.co.uk		
							Folder	Hedman www.hedmanco.com		
							Folding Machines Co. Ltd. Unit 50, Vinehall Business Ctr., Vinehall Farm, Robertsbridge East Sussex TN32 5JW 01424 871155	Twofold Limited 77 Milford Rd., Reading Berkshire RG1 8LG 01189 519800 www.twofold.net		

Sevenoaks District Council – Major Emergency Plan
Part 9 - Business Continuity Incident Management Plan – Appendices

BIA REF	SERVICE	FUNCTION	Risk 24h	Risk 72h	Risk wk	Risk Wk+	Special Equipment	Primary Supplier	Alternative Supplier	Alternative Supplier
64	Environmental Health	Dog Warden	M	M	H	H	Equipment	Retail and specialist retail		
83	Direct Services	Pest Control	M	M	H	H	Equipment	Retail and specialist retail		
66	Environmental Health	Health & Safety	M	M	M	H	Misc meters	Specialist retail		
79	Direct Services	Cesspool Emptying	M	M	M	H	Vehicles	Specialist vehicle rentals		
24	Payroll	Payroll	S	H	C	C	Cheques	Appropriate Bank		
9	Property	Building Services	S	H	H	H	Misc tools and meters	Retail and specialist retail		
18	Finance	Creditor payments	S	M	H	C	Cheques	Appropriate Bank		
72	Direct Services	Refuse Collection & Recycling	S	M	H	C	Freighters	Specialist vehicle rentals		
37	Facilities Management	Print Services	S	M	H	H	Printers	Océ (UK) Limited Océ House, Chatham Way, Brentwood, Essex CM14 4DZ 08706 005544 www.oce.com/uk		
							Other equipment	Specialist supply		
85	Direct Services	CCTV	S	M	H	H	CCTV Equipment	Initial Electronic Security Systems Shadsworth Road Blackburn Lancashire BB1 2PR 01254 688688 www.iess.co.uk	Chroma Vision Ltd 88 Judd Rd., Tonbridge Kent TN9 2NJ 01732 771999 www.chroma-vision.co.uk	
54	Community Development	Youth activities	S	M	M	H	Youth Zone bus		N/A	N/A
68	Environmental Health	Noise Control	S	M	M	H	Misc meters	Specialist retail		
82	Direct Services	Minibus Service	S	M	M	H	Buses	Specialist vehicle rentals		
116	Development Services	Arboricultural services	S	M	M	H	Clinometer	Specialist retail		
95	Parking and Amenity	Ranger Services	S	M	M	M	Equipment	Specialist retail		

Sevenoaks District Council – Major Emergency Plan
Part 9 - Business Continuity Incident Management Plan – Appendices

BIA REF	SERVICE	FUNCTION	Risk 24h	Risk 72h	Risk wk	Risk Wk+	Special Equipment	Primary Supplier	Alternative Supplier	Alternative Supplier
27	Electoral & Land Charges	Local Land Charges	S	S	M	H	Microfilm and microfiche readers		Böwe Bell + Howell Centurion House, London Road, Staines, Middlesex TW18 4AX 01784 410406 www.bowebellhowell.com	
90	Parking and Amenity	Parking decriminalisation	S	S	M	M	Handheld computers		Langdale Systems 7 Hill St., Bristol BS1 5PU 01173 113149 www.langsys.co.uk	
							Radios		Kent Police - Shopsafe	
91	Parking and Amenity	Car parks	S	S	M	M	Handheld computers		Langdale Systems 7 Hill St., Bristol BS1 5PU 01173 113149 www.langsys.co.uk	
							Radios		Kent Police - Shopsafe	
106	Housing	Properties fit for occupation	S	S	M	M	Ladder		Retail	
							Camera		Retail	
15	Council Tax	NNDR tax collection - Council Tax collection	S	S	S	M	Scanning		See: Facilities Management - Scanning	
36	Facilities Management	Scanning	S	S	S	M	Scanner		Fujitsu Europe Limited Hayes Park Central, Hayes End Rd., Hayes, Middlesex UB4 8FE 020 8573 4444 www.fel.fujitsu.com	
73	Direct Services	Street Cleaning	S	S	S	M	Mechanical sweepers		Specialist vehicle rentals	
109	Housing	Gypsy liaison	S	S	S	M	Safety equipment		Peoplesafe device - Rocksurre Systems Ltd Momentum House, Carrera Court, Church Road, Dinnington Sheffield S25 2RG 01909 560 912 www.peoplesafe.co.uk	

Sevenoaks District Council – Major Emergency Plan
Part 9 - Business Continuity Incident Management Plan – Appendices

BIA REF	SERVICE	FUNCTION	Risk 24h	Risk 72h	Risk wk	Risk Wk+	Special Equipment	Primary Supplier	Alternative Supplier	Alternative Supplier
26	Electoral & Land Charges	Electoral Registration Elections	S	S	S	M	Ballot boxes	Charles Bradbury Ltd 22 Highgate Square Moseley Birmingham B12 0DU	Shaw & Sons Ltd 21 Bourne Park Bourne Rd. Crayford DA1 4BZ 01322 621100 www.shaws.co.uk	PakFlatt 22 Springtown Park Springtown Ind Est Londonderry BT48 0LY www.pakflatt.com
							Polling booths	PakFlatt 22 Springtown Park Springtown Ind Est Londonderry BT48 0LY www.pakflatt.com	Shaw & Sons Ltd 21 Bourne Park Bourne Rd. Crayford DA1 4BZ 01322 621100 www.shaws.co.uk	
							Sundry supplies	Shaw & Sons Ltd 21 Bourne Park Bourne Rd. Crayford DA1 4BZ 01322 621100 www.shaws.co.uk		
							Postal vote scanner & PC	Retail computer equipment suppliers		
96	Parking and Amenity	Management of SDC rural landholding	S	S	S	M	Equipment	Retail and specialist retail		

Note: Functions identified as Slight/Slight/Slight/Slight (S/S/S/S) in the risk columns have been omitted from this table.

Vehicles

Generally, replacement vehicles could be rented or leased in the short term, prior to permanent replacement.

Those functions identified in the Business Impact Analysis that require a non-specialist vehicle other than an ordinary car, are listed below.

BIA REF	SERVICE	FUNCTION	Risk 24h	Risk 72h	Risk wk	Risk Wk+	Special Equipment
107	Housing	In emergencies, work with other Agencies to provide beds blankets and food etc	C	C	C	C	Van
87	Direct Services	Emergency Stand-by	H	C	C	C	Trucks
64	Environmental Health	Dog Warden	M	M	H	H	Van
83	Direct Services	Pest Control	M	M	H	H	Van
75	Direct Services	Fly Tipping	S	M	M	M	Truck
95	Parking and Amenity	Ranger Services	S	M	M	M	Van
34	Facilities Management	Portering	S	S	M	M	Van
76	Direct Services	Public Conveniences	S	S	M	M	Vans
90	Parking and Amenity	Parking decriminalisation	S	S	M	M	Vans
91	Parking and Amenity	Car parks	S	S	M	M	Vans
86	Direct Services	Edenbridge Community Street Warden	S	S	S	M	Van
96	Parking and Amenity	Management of SDC rural landholding	S	S	S	M	Van

Note: Functions identified as Slight/Slight/Slight/Slight (S/S/S/S) in the risk columns have been omitted from this table.