

Plan Version No. [Web Site](#)



BUSINESS CONTINUITY; MANAGEMENT AND PROMOTION PLAN

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1 INTRODUCTION

1.1 Purpose

This document defines the Business Continuity Plan for Dartford Borough Council. It provides a high level framework for Business Recovery as a result of any failure disrupting the delivery of the functions and services of the Council.

The procedures required to recover the operational environment after a major incident is a complex task relying on the co-operative efforts of many people across directorates, functions and services. It is essential that the full recovery procedure is planned, clearly documented, tested and reviewed periodically by the various recovery units as described in this document.

1.2 Aim

The aim of this document is to structure the controlled recovery of the services provided by the Council, including when appropriate the suspension of services

1.3 Scope

This document sets out the plan that will allow prioritised recovery of the services being provided to the people, companies and partners that the Council interacts with and those that interact with the Council. This will be a working document that will be updated on an annual basis or whenever a change in structure of the Council requires a review.

The scope of the Plan is extended to set out the Council's duty to promote business continuity to local businesses and the voluntary sector.

2 DEVELOPMENT OF THE BUSINESS CONTINUITY PLAN

2.1 Definition of a Disaster, Crisis and/or Disruption

It is not possible to define the precise circumstances that need to exist before a disaster is declared because each situation will need to be judged on its own merits and in relation to prevailing conditions, however for this document the working definition of a 'disaster' for the Council is:

"An incident deemed to be a major emergency, that causes the normal delivery of the functions and services of the Council to be so seriously disrupted that it is not considered possible to continue to provide those services to a satisfactory standard without invoking the Civil Protection or Business Recovery Plans."

In a descending order a 'crisis' would be defined as any situation that could disrupt and have a direct impact on the Council's ability to provide pre-assessed critical services which would be immediately apparent to the public and could result in financial loss.

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'Disruption' would follow on as a lack of availability of critical processing and support facilities that would be less apparent and be capable of being remedied by seniors managers responsible for the disrupted functions.

2.2 Invoking Contingency

Within the Council, the Impact Management Team will be responsible for invoking and managing the recovery process following a disaster or a crisis and will be supported by some or all of the recovery units within directorates and service teams. The scale of impact that any event or activity impinges on any Council function will determine whether it is handled as disruption, a crisis or a disaster.

This will in turn determine the scale of the response. For example;

MINOR DISRUPTION - Loss of copying facilities, toilet blockage, lift failure, etc. These would be events where there is a readily available alternative and inconvenience would be caused with a marginal loss to the business of the Council. Continuity would occur without management input while arrangements are made to cure the cause of the disruption.

Rectify the cause within service manager's resources.

MAJOR DISRUPTION - Loss of IT functions, telephony for more than 2hrs between 08.45 and 17.15hrs Monday to Friday, which results in a significant impact on the Council's ability to maintain a satisfactory level of service. Disruption at this level will begin as a crisis because the time frame will not be known; only restoration will determine what the scale of impact has been.

Every effort is to be made to rectify the cause within the service manager's resources, updates should be provided every hour to the Managing Director or his substitute, to senior managers and to the Impact Management Team, if established. Standby contingency arrangements should be put in place in preparation for the crisis extending beyond 4hrs.

CRISIS - Damage/curtailment of utility services estimated to extend beyond 1 working day, fire involving acetylene cylinders within 200 metres, etc., having a direct impact on the Council's ability to provide pre-assessed critical services

Implement contingency arrangements; continue to make every effort to rectify the cause using a level of resources agreed with the Impact Management Team. Update Directors and senior managers when estimated period of crisis is known or changes significantly.

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DISASTER – Major emergency, as defined in Civil Protection Plan, is ‘an event or situation which threatens serious damage to human welfare at any location, the environment of a location or war or terrorism that threatens the security of a location. These being situations arising with or without warning causing or threatening death, injury or serious disruption to normal life for numbers of people in excess of those that can be dealt with by the public services operating under normal conditions and requiring the special mobilisation and organisation of those services’.

Implement procedures in Civil Protection Plan.

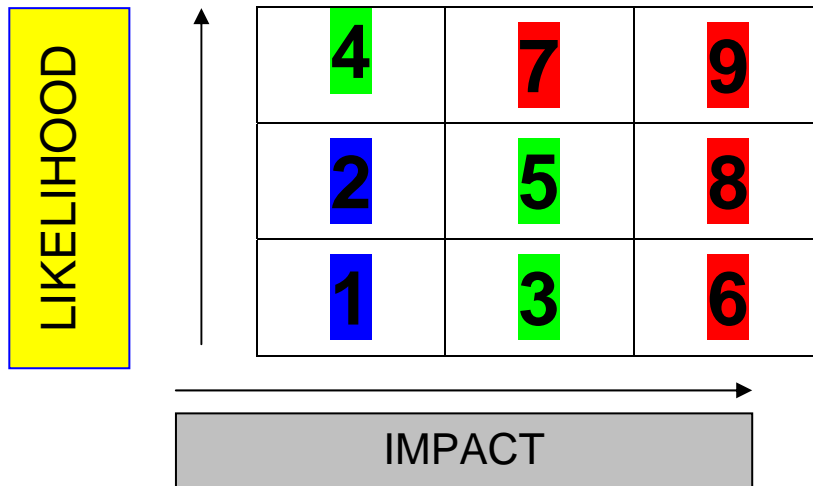
3. STATUTORY BACKGROUND

- 3.1 Business Continuity Management provides a framework for Business Recovery as a result of any failure disrupting the delivery of the functions and services of the Council.
- 3.2 The procedures required to recover the operational environment after a major incident is a complex task relying on the co-operative efforts of many people. It is essential that the full recovery procedure is planned, clearly documented, tested and reviewed periodically by the various recovery units as described in this document.
- 3.3 As a Category 1 responder (as defined in Schedule 1; Part 1 of the Civil Contingencies Act 2004) the Council has the following duty;
 - **To put in place Business Continuity Management arrangements** (Section 2 (1)(c)) – ‘maintain plans for the purpose of ensuring, so far as is reasonably practicable, that if an emergency occurs the person or body is able to continue to perform his or its functions’

4. BUSINESS RISK ASSESSMENT (RESPONSE and RECOVERY)

4.1 RISK APPETITE

All risks can be 'scored' from 1 to 9 as shown, where 1 is the least likely to occur and would have the least impact if it did and 9 is the most likely and having a catastrophic impact on the function and services of the Council.



Risks with a score of **1 or 2** would cause some disruption to the Council at a level that would be imperceptible to the Council's customers and partners. Recovery from any disruption would be contained within the service or group of services. These risks are almost expected and can occur on a regular basis; they would be acceptable causing little disbenefit.

Risks with a score of **3 to 5** would create a major disruption to the provision of some Council services and would be felt by customers and partners to a greater or lesser degree for a period of time. While these risks are not desirable they would cause little long term harm to the Council but they can be controlled some managed improvements to reduce them would be desirable.

Risks with a score of **6 to 9** would be a crisis or a disaster to the Council; many Council services would be severely disrupted and curtailed for a considerable period of time. Where these risks are foreseeable, even though they may not be controllable, sufficient planning should have been undertaken to minimise the impact when the event occurs. For those risks that are neither controllable nor foreseeable there should be sufficient generic planning and awareness to enable the Council to manage the emergency and to enable prioritised services to be provided wherever possible.

4.2 The following are examples of disruption to the delivery of the functions of the Council. Whilst these are not exhaustive they provide guidance for planning business recovery scenarios.

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MINOR DISRUPTION

Risk ID	Scenario	Mitigating Actions	Responsibility
BC/Minor/ 01 2	Loss of photocopiers	Locate a working photocopier	Print room staff to arrange repair
BC/Minor/ 02 2	Toilet blockage	<ul style="list-style-type: none"> • Locate toilet that is not blocked • Be directed to alternative if every toilet in the building is unusable 	<ul style="list-style-type: none"> • Property Services to call maintenance/drainage contractor to clear blockage • Hire portable toilets • Corporate decision to send staff to another building or close Civic Centre
BC/Minor/ 03 1	Lift failure	Use other lift or stairs	Property Services to call lift maintenance contractor to rectify fault
BC/Minor/ 04 2	Malicious mischief	<ul style="list-style-type: none"> • Report observed actions to Caretakers • Assess any damage and if criminal inform Police. 	Security

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MAJOR DISRUPTION

Risk ID	Scenario	Mitigating Actions	Responsibility
BC/Major/ 01 2	Loss of power	<ul style="list-style-type: none"> • Back up generator to provide uninterrupted supply • Continuity of fuel supply 	<ul style="list-style-type: none"> • Property Services to maintain generator and ensure fuel supply • IT to establish equipment affected by time lapse between loss of power and generator use
BC/Major/ 02 2	Loss of heating	<ul style="list-style-type: none"> • Preventative maintenance • Back up power supply • Continuity of fuel supply 	Property Services to maintain boiler and ensure continued supply of fuel
BC/Major/ 03 2	Loss or interruption of telephony	<ul style="list-style-type: none"> • Alternative contact centre at remote location • Alternative means of communications • Provide call handling capacity in other corporate facilities 	<ul style="list-style-type: none"> • I T to maintain local network within Civic Centre • Customer Services to plan to operate at remote contact centre • Finance / procurement to acquire mobile handsets
BC/Major/ 04 3	Loss of I T	<ul style="list-style-type: none"> • Preventative maintenance • Remote back up server / facilities 	<ul style="list-style-type: none"> • See I T service recovery plan at 6.1 • Invoke disaster recovery plan to re-establish network
BC/Major/ 05 6	Fire in Civic Centre	<ul style="list-style-type: none"> • Fire detection systems • Fire safety awareness training and drills • Fire rated fixtures and fittings • Evacuation and dispersal plan 	<ul style="list-style-type: none"> • Evacuate to muster point and return when instructed and safe to do so • Re-locate to other premises if Civic Centre becomes unusable and prioritise recovery of services

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CRISIS

Risk ID	Scenario	Mitigating Actions	Responsibility
BC/Crisis/ 01 5	Evacuation of Civic Centre	<ul style="list-style-type: none"> Follow fire alerting procedures Return to building on a given 'all clear' or disperse staff to place(s) of safety if unable to return 	<ul style="list-style-type: none"> Property services: Civic Centre Management.
BC/Crisis/ 02 3	Utility failure	<ul style="list-style-type: none"> Identify the source and magnitude of the failure Civic Centre only – switch to alternative if available and arrange for repairs to commence Immediate locality or regional failure – switch to alternative if available, use alternative facilities for communications. 	<ul style="list-style-type: none"> Re-locate to other premises if Civic Centre becomes unusable for longer than 48hrs and prioritise recovery of services. Provide information on web-site.
BC/Crisis/ 03 5	Bomb alert	Evacuate and search premises	Security and emergency services
BC/Crisis/ 04 5	Serious crime	<ul style="list-style-type: none"> Contact emergency services; dial 999 Inform member of Management Team Do not disturb evidence 	<ul style="list-style-type: none"> Security, management and emergency services. Personal safety and protection.
BC/Crisis/ 05 5	Supply chain failure	<ul style="list-style-type: none"> Alternative or multiple suppliers Supplier resilience for critical supplies 	<ul style="list-style-type: none"> Management Team and senior managers to identify critical suppliers
BC/Crisis/ 06 5	Sudden workload increase	<ul style="list-style-type: none"> Multi task training of staff Temporary staff Planned overtime 	Staffing issues managed by Human Resources with senior managers / Management Team

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DISASTER

Risk ID	Scenario	Mitigating Actions	Responsibility
BC/Disaster/ 01 8	Epidemic/Pandemic	<ul style="list-style-type: none"> • Prioritise functions to provide critical services • Multi task training of staff • Planned overtime • Increased absenteeism and fatalities 	<ul style="list-style-type: none"> • Incident management team to assign critical functions • Integrate response with emergency services, regional and central government • Comply with emergency powers that may be introduced • Assist wherever possible the health agencies in providing mass immunisation
BC/Disaster/ 02 6	Animal disease	<ul style="list-style-type: none"> • Isolate affected areas and comply with advice given • Provide services to affected areas as permitted 	<ul style="list-style-type: none"> • Emergency Management Team to monitor situation and respond to emergency services and other agencies
BC/Disaster/ 03 7	Natural disaster	<ul style="list-style-type: none"> • Assume responsibilities appropriate to the disaster • Deploy forward control to the disaster site • Establish 'satellite' emergency centres in the community 	<ul style="list-style-type: none"> • Emergency Management Team to provide support to the emergency services and other agencies • Assume recovery role following disaster • Prioritise the services provide to

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			affected and unaffected communities
BC/Disaster/ 04 7	Mass contamination	<ul style="list-style-type: none"> • Receive evacuees to the Borough from contaminated site • Provide temporary shelter for the uncontaminated and decontaminated survivors 	<ul style="list-style-type: none"> • Establish a rest/survivor centre with other agencies to provide care before the survivors travel home
BC/Disaster/ 05 7	Civil unrest/riot	<ul style="list-style-type: none"> • Request Police support/advice 	<ul style="list-style-type: none"> • Police riot control • Security staff
BC/Disaster/ 06 5	Industrial disputes	<ul style="list-style-type: none"> • Alternative transportation • Cross training of staff • Emergency communication plan to instruct staff • Temporary housing / accommodation 	<ul style="list-style-type: none"> • Provide welfare support to hardship cases in the event of prolonged dispute • Assist emergency services in control of disturbances in the event of evacuation
BC/Disaster/ 07 7	Explosion	<ul style="list-style-type: none"> • Deploy forward control and provide resources required to the scene • Assess extent of damage with emergency services • Provide rest/survivor centre at suitable location along with transport from the scene 	<ul style="list-style-type: none"> • Emergency Management Team to provide support to the emergency services and other agencies • Assume recovery role following disaster • Prioritise the services provided to unaffected communities

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BC/Disaster/ 08 7	Transportation breakdown	<ul style="list-style-type: none"> • Arrange alternative transport so that disrupted journeys may continue 	<ul style="list-style-type: none"> • Assist transport companies to provide temporary accommodation for stranded travellers
BC/Disaster/ 09 6	War	<ul style="list-style-type: none"> • Implement emergency powers introduced by government 	<ul style="list-style-type: none"> • Disperse staff to war duties as required • Employ staff not involved in war effort to provide critical services to remaining communities
BC/Disaster/ 10 9	Inclement weather	<ul style="list-style-type: none"> • Establish 'satellite' emergency centres in the community • Respond to the worst affected communities / premises locally using available resources • Provide alternative accommodation for those made homeless 	<ul style="list-style-type: none"> •

5. IMPACT MANAGEMENT TEAM

The Council will have two teams that respond to a major emergency; the Emergency Co-ordination Team and the Impact Management Team. The Impact Management Team will consider business continuity aspects arising from the emergency and will activate the Business Continuity Plan as applicable to the incident. The membership of the Impact Management Team will be formed after membership of the Emergency Co-ordination Team has been determined.

5.1 Alerting arrangements

During office hours:

During office hours, the switchboard [01322 343434] should receive the first notification of a major emergency. The Managing Director / Executive Director, or his/her Deputy, will be informed. He/she will assume the role of the Borough Emergency Co-ordinator and manage the Council's response to the emergency. A Business Continuity Co-ordinator will be appointed to lead the Impact Management Team that will deliver the prioritised services appropriate to the incident.

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Outside office hours:

Similar procedures to emergency planning for business continuity outside office hours will be followed; the switchboard number will switch to Invicta Telecare [08456 341212 or 01732 789036]. The following is an extract from the Council's Out of Hours Manual and sets out the procedure for alerting the Emergency Co-ordinator which will be similarly followed for the appointment of a Business Continuity Co-ordinator will be appointed to lead the Impact Management Team: -

Extract from the Council's Out of Hours Manual (SECTION 18)**MAJOR EMERGENCIES***Call-Out*

These are occasions when large numbers of people or considerable areas of land and/or properties are seriously affected by an occurrence e.g. large scale flooding, major rail disaster, serious explosion, aircraft crash, bridge collapse, serious fire, gas or toxic fume escape, heavy sudden snowfall, exceptionally high winds etc. Notification of a major emergency will usually come via:

The emergency services, (police, fire and ambulance) who are often the first to identify a major emergency situation and will seek assistance from the Council.

OR

A member of the County Emergency Planning Unit will forward the information that an incident is being treated as a major emergency.

OR

Council staff already involved with a problem may become aware that a situation has deteriorated to the point of crisis or is rapidly moving in that direction and will report this fact.

OR

The severity of the problem as notified by the emergency services emerges, or the volume of telephone calls from members of the public and others becomes overwhelming such that normal central services cannot cope.

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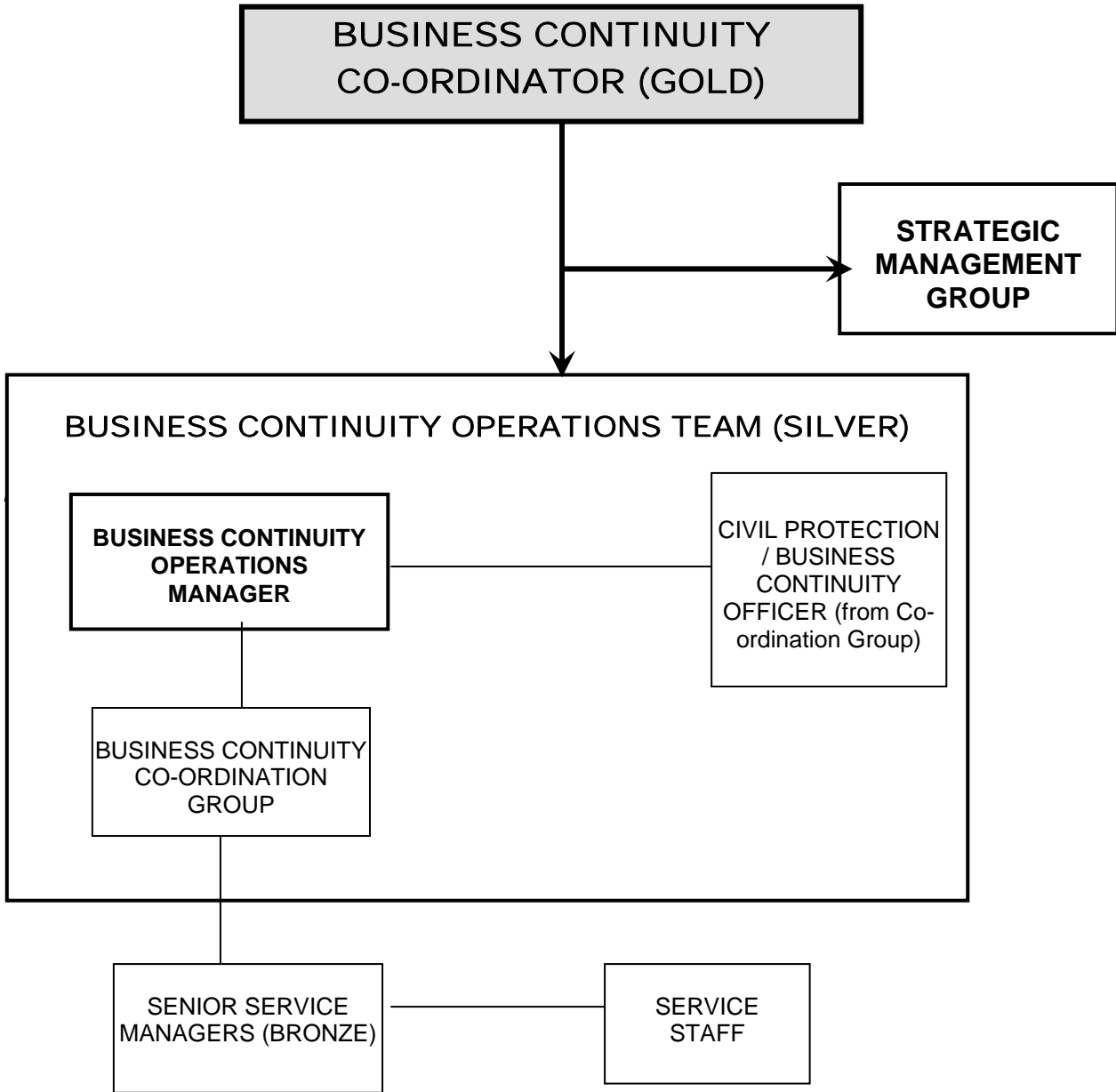
Information may come from some other source, or it may become obvious to the Officers involved that it has deteriorated to a point of crisis. In either case, the officer receiving information, or identifying the crisis, must inform the Emergency Co-ordinator who will ensure that the alerting and management structures are implemented and will notify the Police and act in accordance with 2.2 below.

It is almost certain in a major emergency that the 'switching system' to Invicta Telecare will become overloaded, so the Council's main switchboard will be opened up'. In the case where the main Switchboard needs to be overridden during an emergency, for instance, a member of staff working late can be contacted on 01322 277099 at the Civic Centre. The switchboard will then be kept open throughout the incident and will not be shut down again without prior agreement with Invicta.

Such notification should come from the Business Continuity Co-ordinator as head of the Impact Management Team.

- 5.2 The Business Continuity Co-ordinator may, depending on influencing factors, decide to alert the nominated Emergency Operations Manager, particularly if the strategic and/or tactical response is being managed away from the Council's offices. At that stage the decision to activate the Borough Emergency Centre will be agreed between the Emergency Co-ordinator and the Emergency Operations Manager. The scale and nature of the emergency will be assessed and agreement reached as to whether to activate the Borough's Civil Protection Plan and/or Functional Plans.
- 5.3 The structure of the Impact Management Team is set out as follows.

IMPACT MANAGEMENT TEAM STRUCTURE



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An Operations Manager will be nominated by the Business Continuity Co-ordinator to lead the Business Continuity Operations team. The position will be undertaken by one of the Officers, listed below in order of priority.

(Where one of the following has assumed the role of Emergency Co-ordinator or Business Continuity Co-ordinator, that person shall be deleted)

Executive Director - Chris Oliver

Regeneration Director - Rob Scott

Strategic Director - Sheri Green

Project Director – David Fletcher

Head of Legal Services – Marie Kelly-Stone

Head of Finance and Resources - Steve Brooks

5.5 BUSINESS CONTINUITY OFFICER

In the event that GOLD command is established the first available will accompany the Business Continuity Operations Manager (SILVER command) wherever that command is located, and the next available will remain with the Operations Team.

- (i) Ken Follett
- (ii) Richard James
- (iii) Andrew Nichols
- (iv) Carol Russell/Sarah Clark
- (v) Alison Haines
- (vi) Lin Hodson

5.6 SENIOR SERVICE MANAGERS – substitutes in brackets

Head of Policy - Adrian Gowan (Chris Brown)

Development Control Manager - Alec Lauder (Adrian Legg)

Project Delivery Manager - Alfredo Mendes (Tony Philips)

Building Control Manager - Andrew Nichols (Nick Tremain)

Environmental Health Services Manager – Annie Littleton (Chris Amey)

Enforcement and Regulation Manager – David Court (Chris Cavalli) (Colin Newmarch)

Revenues and Benefits Manager – Sue Cressall

Housing Services Manager - Peter Dosad (Paul Koster) (Alison Haines)

Public Realm Manager - Dave Thomas (Ron Martin)

Civil Protection Manager - Ken Follett

Head of Finance and Resources (including Human Resources) - Steve Brooks (Bami Cole)

Head of Legal Services - Marie Kelly-Stone (Sarah Cotton)

Property Services Manager – Oke Okpobrisi

Customer Services Manager – Carol Russell (Sarah Clark)

I T Manager (delivery) - Richard James (David Munday)

Communications manager – Gillian Wheatcroft

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5.7 Priority functions matrix (excluding Pandemic – refer to Section 7.1)

Matrix derived from individual Business Impact Assessments (BIA) and Business Risk Assessments (BRA) produced by service and function managers.

DIRECTORATE	SERVICE	FUNCTION	min. staff	RISK 24h	RISK 72h	RISK wk	RISK Wk+	RISK Corp
Strategic Director	Housing Services	Homelessness	4	C	C	C	C	C1
Regeneration Director	Building Control	Dangerous Structures Notices / call out response	1	C	C	C	C	C1
Executive Director	Information Technology	Corporate E-mail system	2	C	C	C	C	C1
Executive Director	Information Technology	I T Network infrastructure	3	C	C	C	C	C1
Executive Director	Information Technology	I T Security	2	C	C	C	C	C1
Executive Director	Information Technology	Telephone/Fax systems	1	C	C	C	C	C1
Executive Director	Drainage and Civil Protection	Emergency Planning	1	C	C	C	C	C2
Strategic Director	Housing Services	Estate management and housing repairs	5	H	C	C	C	C2
Executive Director	Waste and Recycling	Waste Management	2	H	C	C	C	C2
Strategic Director	Buildings Administration	Caretakers	1	C	C	C	C	C2
Strategic Director	Buildings Administration	Civic Centre Services	2	C	C	C	C	C2
Communications Manager	Communications	External Communication	1	C	C	C	C	C2
Communications Manager	Communications	Web site and intranet	1	C	C	C	C	C2
Executive Director	Information Technology	Management of mail filters	1	H	C	C	C	C2
Strategic Director	Housing Services	Out of Hours service	4	H	C	C	C	C3
Head of Finance and Resources	Finance	Accountancy/Budgetary Control	2	H	C	C	C	C3
Strategic Director	Customer Services	Main switchboard	2	H	C	C	C	C3
Strategic Director	Customer Services	Reception	2	H	C	C	C	C3
Strategic Director	Enforcement and Regulatory Services	CCTV	2	M	C	C	C	C3
Executive Director	Information Technology	Package and bespoke applications	2	H	H	C	C	C3
Strategic Director	Housing Services	Supported Housing						C3
Head of Finance and Resources	Human Resources	Employee relations and occupational health	2	M	H	C	C	C4

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DIRECTORATE	SERVICE	FUNCTION	min. staff	RISK 24h	RISK 72h	RISK wk	RISK Wk+	RISK Corp
Executive Director	Management Analysis and Intelligence	GIS						C4
Head of Finance and Resources	Finance	Payroll	1	H	H	H	C	C5
Executive Director	Member Services	Electoral Registration	1	S	H	H	C	C5
Managing Director	Managing Director	Head of Paid Service	1	M	C	C	C	H1
Executive Director	Drainage and Civil Protection	Business Continuity	1	H	C	C	C	H1
Strategic Director	Customer Services	Post room services	1	M	H	C	C	H1
Strategic Director	Revenues and Benefits	Benefits; Claims Payments	2	H	C	C	C	H1
Communications Manager	Communications	Internal Communication	1	H	C	C	C	H1
Strategic Director	Environmental Health	Health and Safety	1	M	H	H	C	H1
Regeneration Director	Leisure Services	Cemeteries	3	M	H	H	C	H2
Strategic Director	Housing Services	Corporate Property	1	M	H	C	C	H2
Strategic Director	Environmental Health	Food Hygiene	2	M	H	H	H	H2
Executive Director	Management Analysis and Intelligence	Property Information						H2
Strategic Director	Environmental Health	Public Health and Communicable disease	1	M	H	H	C	H2
Strategic Director	Environmental Health	Dog warden	1	S	M	M	M	H2
Head of Finance and Resources	Finance	Procurement and payments	1	H	H	C	C	H3
Head of Legal Services	Legal Services	Legal Services	2	H	H	H	H	H3
Regeneration Director	Building Control	Enforcement of Building Regulations / Building Act	5	H	C	C	C	H3
Regeneration Director	Leisure Services	Acacia Hall	1	S	M	H	H	H3
Strategic Director	Customer Services	Contact Centre	8	H	H	C	C	H3
Strategic Director	Customer Services	Customer service counters	4	H	H	C	C	H3
Head of Finance and Resources	Finance	Internal Audit; payments - payroll + benefits only	1	M	H	H	C	H4
Head of Finance and Resources	Finance	Investments	1	M	H	H	H	H4

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DIRECTORATE	SERVICE	FUNCTION	min. staff	RISK 24h	RISK 72h	RISK wk	RISK Wk+	RISK Corp
Head of Finance and Resources	Finance	Sundry debtors recovery and administration	1	M	H	H	H	H5
Executive Director	Waste and Recycling	Environmental Cleansing	2	M	M	H	C	M2
Executive Director	Member Services	Member Services	2	M	M	H	H	M2
Regeneration Director	Planning Policy	Planning; LDF Production	2	S	S	M	M	M2
Regeneration Director	Development Control	Processing of applications	4	M	M	H	C	M2
Strategic Director	Revenues and Benefits	Overpayment collection	1	M	H	H	C	M2
Strategic Director	Customer Services	Cashiers - Civic Centre	2	H	H	H	H	M2
Strategic Director	Enforcement and Regulation	Environmental enforcement	1	S	M	M	H	M2
Strategic Director	Enforcement and Regulation	Licensing	1	S	M	M	H	M2
Strategic Director	Enforcement and Regulation	Parking	3	S	M	H	H	M2
Strategic Director	Housing Services	Private Sector Housing	2	M	M	M	M	M2
Executive Director	Management Analysis and Intelligence	Local Land Charges						M2
Strategic Director	Revenues and Benefits	Render Council Tax accounts	4	S	M	M	H	M2
Strategic Director	Revenues and Benefits	Render NNDR accounts	4	S	M	M	H	M2
Strategic Director	Revenues and Benefits	Benefits; Claims Processing	1	S	S	M	H	M3
Head of Finance and Resources	Finance	Internal Audit; excluding payments	1	S	S	M	M	M3
Project Director	Valuation Services	Valuations	1	S	M	M	M	M3
Head of Finance and Resources	Human Resources	Staff recruitment	1	H	H	C	C	C4
Regeneration Director	Development Control	Planning enforcement	1	M	M	M	H	M3
Regeneration Director	Project Delivery	Transport engineering	1	S	S	S	M	M3
Strategic Director	Customer Services	Cashiers - Swanscombe	1	H	H	H	H	M3
Strategic Director	Housing Services	Claywood Lane Caravan Site	1	S	S	M	M	M4
Regeneration Director	Leisure Services	Museum	1	S	S	S	M	M4
Strategic Director	Environmental Health	Noise control	1	S	M	M	H	M4
Strategic Director	Environmental Health	Pest control	1	S	M	M	H	M4
Communications Manager	Communications	Graphic Design	1	S	M	H	H	M5
Executive Director	Member Services	Print room services	1	S	S	M	H	S1

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DIRECTORATE	SERVICE	FUNCTION	min. staff	RISK 24h	RISK 72h	RISK wk	RISK Wk+	RISK Corp
Project Director	Major project delivery	Dartford Park 'The Bridge', etc						S2
Executive Director	Management Analysis and Intelligence	Corporate Plan	1	S	S	S	M	S2
Executive Director	Management Analysis and Intelligence	Equal Opportunities	1	S	S	S	M	S2
Executive Director	Management Analysis and Intelligence	Performance Management	1	S	S	S	M	S2
Regeneration Director	Planning Policy	Planning; Housing Strategy Production	1	S	S	S	M	S2
Regeneration Director	Building Control	Control of defective premises	0	S	M	H	H	S2
Regeneration Director	Building Control	Demolition Notices and monitoring	0	S	M	H	H	S2
Regeneration Director	Development Control	Appeals	1	S	S	S	M	S2
Regeneration Director	Project Delivery	Regeneration projects	2	S	H	H	H	S3
Regeneration Director	Project Delivery	Town Centre Development and Refurbishment	1	S	S	M	H	S3
Managing Director	Managing Director	Section 151 Officer	1	S	S	M	H	S3
Executive Director	Executive Director	Corporate Governance and Monitoring Officer	1	S	S	M	M	S3
Executive Director	Drainage and Civil Protection	Drainage	1	S	S	M	M	S3
Strategic Director	Housing Services	Community Centres	2	S	S	S	M	S3
Strategic Director	Housing Services	Decent Homes	2	S	S	S	M	S3
Executive Director	Waste and Recycling	Public Conveniences	1	S	S	M	M	S3
Regeneration Director	Leisure Services	Parks and Open Spaces	1	S	S	M	M	S3
Head of Finance and Resources	Finance	Concessionary fares administration	1	S	S	S	M	S3
Head of Finance and Resources	Human Resources	Staff training	1	S	S	M	M	S3
Regeneration Director	Leisure Services	Community, Culture & Sports	1	S	S	S	M	S3
Regeneration Director	Development Control	Pre planning application advice	1	S	S	S	M	S3
Strategic Director	Revenues and Benefits	Fraud detection	1	S	M	H	H	S3
Strategic Director	Enforcement and Regulation	Community Safety / Antisocial behaviour	2	S	S	M	M	S3
Strategic Director	Environmental Health	Contaminated Land	1	S	S	S	M	S3
Strategic Director	Revenues and Benefits	Recovery of debtors monies	3	S	S	M	M	S3

BUSINESS CONTINUITY; MANAGEMENT AND PROMOTION PLAN

DIRECTORATE	SERVICE	FUNCTION	min. staff	RISK 24h	RISK 72h	RISK wk	RISK Wk+	RISK Corp
Regeneration Director	Leisure Services	Markets	1	S	S	S	M	S4
Head of Finance and Resources	Human Resources	Occupational Health						
Executive Director	Member Services	Cabinet Services	1	S	S	M	M	S4
Regeneration Director	Leisure Services	Tourism and heritage	1	S	S	M	M	S4
Strategic Director	Environmental Health	Air Quality	1	S	S	S	S	S4
Executive Director	Housing Services	Housing Policy						S4
Executive Director	Management Analysis and Intelligence	CPA and Best Value	1	S	S	S	M	S5
Head of Finance and Resources	Finance	Grant aid / support to voluntary sector	1	S	S	S	S	S5
Head of Finance and Resources	Finance	Insurance	1	S	S	S	S	S5
Regeneration Director	Leisure Services	Dartford Festival	1	S	S	S	S	S5

Notes and explanation to Priority functions matrix

‘DIRECTORATE’ Column

Director responsible for the function or Directorate within which function is located.

‘SERVICE’ Column

Service Area within the directorate where the function is located.

‘FUNCTION’ Column

Function title

‘Min Staff’ Column

Number of staff required to operate a minimum level of service to enable that function to start from a Major Disruption.

‘RISK’ Columns

Risk levels; S → Small, M → Medium, H → High, C → Critical
(the letters used enable the matrix to be sorted alphabetically from Critical to Small)

24h, 72h, wk, wk+ represent the length of time from the commencement of the disruption.

Corp Risk; Priority of the function in relation to every function.

Risk levels used alongside Priority levels; 1 → 5 from highest priority to lowest

The priority rating will correspond with the service managers Business Impact Assessment unless it is in **RED** font where a corporate view of the rating has been taken.

6. SERVICE RECOVERY PLANS (kept by service managers and on drainage server in folder labelled 'Service Recovery Plans - 2008')

- 6.1 I.T.**
- 6.2 BUILDING CONTROL**
- 6.3 CUSTOMER SERVICES**
- 6.4 FINANCE**
- 6.5 HUMAN RESOURCES**
- 6.6 PLANNING**
- 6.7 REGENERATION**
- 6.8 PUBLIC REALM**
- 6.9 HOUSING**
- 6.10 ENVIRONMENTAL SERVICES**
- 6.11 COMMUNICATIONS**
- 6.12 CIVIL PROTECTION**
- 6.13 BENEFITS**
- 6.14 PROPERTY SERVICES**
- 6.15 DEVELOPMENT CONTROL**
- 6.16 ENFORCEMENT**
- 6.17 LEGAL and DEMOCRATIC SERVICES**
- 6.18 MAJOR PROJECTS**
- 6.19 POLICY**
- 6.20 PROPERTY INFORMATION**
- 6.21 REVENUES**
- 6.22 SPORTS and ARTS**

7. INCIDENT RECOVERY PLANS

7.1 HEALTH PANDEMIC

This Plan is to set the standard for a disaster that is foreseeable and can be planned for in advance and for various stages of the emergency – a so called ‘rising tide’ event. An example of such an event would be a flu pandemic and much of the content of this section of the Plan will be based on a mutated flu virus.

The planning for a pandemic is almost diametrically opposed to a ‘sudden impact’ disaster such as an explosion, crash or severe weather. The planning for a pandemic allows a predictable lead-in time, it is of a predictable duration and it involves a widespread reduction in available resources across all agencies.

This is a supplement to the generic parts of the Business Continuity Plan (that assesses the sudden impact scenario). The aim of which is to provide the framework for pandemic preparedness and response in Dartford, providing additional information and guidance specific to managing in a pandemic.

The aim is to reduce the impact of the pandemic on the residents, businesses and other organisations in Dartford, maintain essential services in Dartford, support a multi-agency response in the protection of life and to the vulnerable in the community and to aid the recovery to normality in the period following the pandemic.

Pandemic flu occurs when the flu virus undergoes major change and a new flu virus, to which humans are not immune, emerges. In a pandemic the new virus spreads widely and causes illness in a high proportion of people. There may be more than one pandemic wave, each wave being several months apart. The subsequent waves may or may not be the same strain of the virus and therefore any immunity built up from the first wave may not provide a resource ‘bank’ to provide further continuity of services.

Planning should be based on the worst predicted case, a clinical attack rate of 25%, so that anything less would create less disruption. Based on a population of 100,000 there would be 200 extra hospital admissions with acute respiratory or related conditions, GP consultations would increase by 500 per week, excess deaths could be as great as 1% of the population. It is reasonable to assume that 25% of staff will take time off (5 to 8 working days) at some stage in the pandemic and that it could peak at 40% at any one time.

The plan will not detail the national and regional responses to the pandemic and it will not set out advice to staff in the event that they contract the virus; that will be lead centrally by government and the health agencies. The plan will set out in some detail the methodology that will be adopted by the Council in a pandemic to ensure that priority services are maintained to a pre-determined level and to reduce the impact on daily life and businesses; minimising economic loss where possible.

The table below sets out the International World Health Organisation Flu Pandemic Phases and their significance for the UK

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International (WHO) Phases		UK Implications/Response
Inter-pandemic Period		
Phase 1	No new influenza virus subtypes have been detected in humans. An influenza virus subtype that has caused human infection may be present in animals. If present in animals, the risk of human infection or disease is considered to be low.	<i>UK not affected</i> OR <i>UK has strong travel/trade connections with affected country</i> OR <i>UK affected</i>
Phase 2	No new influenza virus subtypes have been detected in humans. However, a circulating animal influenza virus subtype poses a substantial risk of human disease	
Pandemic Alert Period		
Phase 3	Human infection(s) with a new subtype, but no new human-to-human spread, or at most rare instances of spread to a close contact.	<i>UK not affected</i> OR <i>UK has strong travel/trade connections with affected country</i> OR <i>UK affected</i>
Phase 4	Small cluster(s) with limited human-to-human transmission but spread is highly localised, suggesting that the virus is not well adapted to humans.	
Phase 5	Large cluster(s) but human-to-human spread still localised, suggesting that the virus is becoming increasingly better adapted to humans, but may not yet be fully transmissible (substantial pandemic risk).	
Pandemic Period		
Phase 6	Pandemic phase: increased and sustained transmission in the general population Past experience suggests that a second, and possibly further, waves of illness caused by the new virus are likely 3-9 months after the first wave has subsided. The second wave may be as, or more, intense than the first.	UK. Alert Levels 1. Virus/cases only outside the UK 2. Virus isolated in the UK 3. Outbreak(s) in the UK 4. Widespread activity across the UK
Post-pandemic Period		
	End of pandemic; return to inter-pandemic period	

With an announcement from the WHO that Phase 5 has been reached the overall state of preparedness in the affected areas/countries will be reviewed, this will cascade from the centre to regions, counties and then districts. In terms of this plan this will probably include;

- Attendance by the Managing Director or a substitute at a designated Strategic Gold Command Centre, probably Police Headquarters, Loose Road (A229), Maidstone.

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- An assessment by the Council's Directors, Chief Officers and service managers of the level of preparedness to implement the prioritised service levels as set out in this Plan and for the deployment of staff into those functions.
- Establish the Impact Management Team to deal specifically with the disruption to the Council's business; this should not be confused with the Emergency Operations Team that will deal with the civil protection aspects of dealing with the disaster. There will be an overlap between the personnel and functions of each team to ensure the overall response is fully integrated.

It would be anticipated that in a matter of weeks the alert will be raised to Level 6 and the pandemic will be declared. At this point a four point UK-specific alert mechanism will activate. This approach is consistent with the alert levels used generically in UK infectious disease response plans.

Alert level 1 Cases only outside the UK, in a country or countries with or without extensive UK travel/trade links

Alert level 2 New virus isolated in the UK

Alert level 3 Outbreak(s) in the UK

Alert level 4 Widespread activity across the UK

It has to be assumed that at this stage the pandemic will run its course, and that full response and contingency plans will operate at UK alert levels 3 and 4.

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FUNCTION	est. staff	min. staff	Score	OP Hrs
Corporate Governance and Monitoring Officer	1	1	A1 - GOLD	095
Head of Paid Service	1	1	A1 - GOLD	095
Regeneration Director	1	1	A1 - GOLD	095
Strategic Director	1	1	A1 - GOLD	095
Business Continuity	0.4	0.6	C1	095
Homelessness		4	C1	095
Employee relations and welfare		4	C1	095
Emergency E-mail system		2	C1	095
I T Network infrastructure		3	C1	095
I T Security		2	C1	095
Telephone/Fax systems		2	C1	095
Electoral Registration before 30.6.09	2	2+	C1	095
Estate management and housing repairs		5	C2	247
Cemeteries		6	C2	095
Waste Management		4	C2	095
Caretakers		1	C2	095
Office cleaners	6	12	C2	247
External Communication		2	C2	095
Internal Communication		3	C2	095
Web site and intranet		3	C2	095
Main switchboard		2	C2	095
Reception		4	C2	095
Management of mail filters		1	C2	095
Out of Hours service		4	C3	095
Supported Housing		10	C3	
CCTV		2	C3	095
Public Health and Communicable disease		3	C3	095
Package and bespoke applications		2	C3	095
Dangerous Structures Notices / call out response		1	C4	247
GIS		2	C4	
Civil Protection	0.4	0.2	H1	095
Post room services		1	H1	095
Payroll		1	H1	095
Benefits; Claims Payments		2	H1	095
Benefits; Claims Processing	5	2	H1	095
Health and Safety		1	H1	095
Civic Centre Services		1	H2	095
Corporate Property		1	H2	095
Food Hygiene		2	H2	095
Property Information		1	H2	
Accountancy/Budgetary Control		1	H3	095
Legal Services		2	H3	095
Contact Centre	8	5	H3	095
Customer service counters	4	3	H3	095
Community Safety / Antisocial behaviour	2	2	H3	095
Internal Audit; payments - payroll + benefits only		1	H4	095
Occupational Health	1	1	H4	095
Dog warden		1	H4	095
Reprographic Services	2	1	M1	095
Enforcement of Building Regulations / Building Act		2	M1	095
Environmental Cleansing		2	M2	095
Member Services		2	M2	095
Cashiers - Civic Centre	3	2	M2	095
Environmental enforcement	1	1	M2	095

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Parking	5	1	M2	096
Private Sector Housing	4	1	M2	095
Render Council Tax accounts	4	2	M2	095
Render NNDR accounts	4	2	M2	095
Staff recruitment		1	M3	095
Claywood Lane Caravan Site		1	M4	095
Procurement and payments		1	M4	095
Pest control		1	M4	095
Graphic Design	2	1	M5	095
Control of defective premises	1	0	S2	095
Demolition Notices and monitoring	1	0	S2	095
Drainage	0.8	0.2	S3	095
Decent Homes	2	1	S3	095
Section 151 Officer	share	1	S3	095
Acacia Hall		1	S3	127
Member Services	3	share	S4	095
Grant aid / support to voluntary sector	1	share	S5	095
Community Centres	2	0	SUSPEND	127
Housing Policy	1		SUSPEND	
Markets	1	0	SUSPEND	122
Parks and Open Spaces	2	0	SUSPEND	097
Valuations		0	SUSPEND	095
Concessionary fares administration	1	0	SUSPEND	095
Insurance	1	0	SUSPEND	095
Internal Audit; excluding payments		0	SUSPEND	095
Investments		0	SUSPEND	095
Sundry debtors recovery and administration		0	SUSPEND	095
Staff training	1	0	SUSPEND	095
Electoral Registration after 1.7.09	2	0	SUSPEND	095
Corporate Plan	1	0	SUSPEND	095
CPA and Best Value	1	0	SUSPEND	095
Equal Opportunities	1	0	SUSPEND	095
Performance Management	1	0	SUSPEND	095
Planning; Housing Strategy Production	3	0	SUSPEND	095
Planning; LDF Production		0	SUSPEND	095
Special Projects	1	0	SUSPEND	
Community, Culture & Sports	1	0	SUSPEND	095
Dartford Festival	1	0	SUSPEND	095
Appeals	1	0	SUSPEND	095
Planning enforcement		0	SUSPEND	095
Pre planning application advice	3	0	SUSPEND	095
Processing of applications		0	SUSPEND	095
Museum		0	SUSPEND	075
Regeneration projects	1	0	SUSPEND	095
Town Centre Development and Refurbishment	1	0	SUSPEND	095
Transport engineering		0	SUSPEND	095
Fraud detection	3	0	SUSPEND	095
Overpayment collection		0	SUSPEND	095
Tourism and heritage	1	0	SUSPEND	095
Cashiers - Swanscombe		0	SUSPEND	045
Cashiers - Temple Hill		0	SUSPEND	075
Licensing		0	SUSPEND	095
Air Quality and Contaminated Land	1	0	SUSPEND	095
Noise control		0	SUSPEND	095
Local Land Charges	0.8	0	SUSPEND	
Recovery of debtors monies	3	0	SUSPEND	095
TOTAL				

BUSINESS CONTINUITY; MANAGEMENT AND PROMOTION PLAN

The same notation has been used in this matrix as with the priority functions matrix for continuity in a 'sudden impact' emergency, with the addition of a column for numbers of existing staff providing each function.

This shows how staff will be redeployed to priority functions from those that will be suspended and how this will be achieved with a 25% reduction in staffing resources.

7.2 SEVERE WEATHER

This Plan is set against an incident that can be both 'sudden impact' and can be 'rising tide'. A severe weather incident, in business continuity terms, will initially affect the delivery of services. Resumption of services will be targeted on the communities that have been affected. The weather that has caused the disruption will generally be of short duration.

Almost immediately the response will move into the recovery phase and the delivery of services will depend largely on the deployment of resources to the emergency teams.

There will be reduced resources as a result of deployment to the affected communities. There will then be a parallel business continuity operation to the areas that are less affected. The prioritisation of these services will generally follow those set out in Section 5 – Priority functions matrix.

The incident, for instance an earthquake, could put additional pressures on specialist skills and create a shortage that may require outside supplement involving mutual aid agreements. The business continuity arrangements will then have a 'knock on' effect on the authorities supplying resources. The service recovery plans for those functions in the supplying authorities will then need to be brought into operation.

8 MAINTAINING AND TESTING THE PLAN

8.1 PLAN MAINTENANCE

The Business Continuity Plan will be reviewed on an annual basis to check that:

- all contact details are current
- where new initiatives or risks are identified these are assessed and included in the revised plan
- changes to business processes, infrastructure or systems are addressed and included in the revised plan

Critical Service Managers will review Service Level Business Continuity Plans to check the above on an annual basis as part of the service plan process.

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8.2 EXERCISING

The plan will be tested biennially to confirm that:

- Impact Management Team is prepared to cope with an incident
- Suppliers of critical support functions/resources are prepared to cope with an incident
- Inventories, tasks and procedures are adequate to support recovery and restoration needs
- Data back-ups and documentation stored off site are adequate to support recovery and restoration needs

Testing will include a full practice of all the procedures for response and recovery strategies, including on-site and off-site arrangements.

8.3 AUDIT

An audit process ensures that an organisation has an effective Business Continuity capability.

An audit has four key functions:

- To validate compliance with the Council's corporate policy, strategy and risk appetite statement.
- To improve the council's resilience to disruptions to or loss of part or all of its operational capability.
- To ensure that the Council has a planned response to disruptions to or loss of part or all of its operational capability.
- To ensure the continuity of services.

An audit review should be scheduled in compliance with regulatory requirements by the Council's Internal Audit Manager.

In the interim, self-auditing against a National Capabilities Survey or 'Performance Monitoring' may be carried out more frequently, by the owners of the service level plans.

8.4 POST INCIDENT DEBRIEF

In the event this Plan has been invoked the Impact Management Co-ordinator will conduct a post incident debrief no sooner than 7 working days of return to normal but ideally no more than 4 weeks after the incident unless there are compelling and/or legal reasons for the latter to be extended (but not indefinitely).

The Debrief is a planned, formal meeting, as set out in the Kent Resilience Forum Incident and Exercise Debrief Protocol, to review a particular incident from the Council's perspective. Its objective is to gather sufficient information in order to reach a clear

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understanding of what happened, where and when it happened, and how it was managed so that any improvements can be readily identified.

The Debrief is carried out to:

- Gain a better understanding of the circumstances surrounding an incident
- Enable identification of what did, and did not go well during an incident
- Provide an opportunity to learn from the event and improve actions in the future
- Enable participants of the debrief, either on behalf of themselves and/or the Council, to reflect on the incident upon which the debrief is to be held
- Consider the actions taken during the incident, with focus upon the basic questions of what was supposed to happen and what actually happened
- Identify personal experiences
- Identify the key lessons to be learnt
- Identify any positive points or ideas for the future that might establish 'good practice' for incorporation into Business Continuity plans, the response to other incidents, exercises, training, etc
- Identify issues that may be required to be the subject of further review, produce an action plan and an amended Business Continuity Plan.

9 BUSINESS CONTINUITY PROMOTION

9.1 The Council has the statutory duty to provide advice and assistance to the commercial sector and voluntary organisations. The purpose of the duty is to build a Business Continuity Management culture into these companies and organisations in order to improve local, regional and national resilience

Business Continuity Promotion is to provide advice and assistance to the public in connection with the making of arrangements for the continuance of commercial activities by the public, or the continuance of the activities of bodies other than public or local authorities whose activities are not carried on for profit, in the event of an emergency.

9.2 The Council will produce Business Continuity advice in appropriate formats to meet circumstances that may arise and to meet the needs of local businesses and voluntary organisations, which may include;

- Leaflets for individual companies and organisations; these would normally take a form similar to the example at Appendix C of this Plan. It is expected that this will not take place more often than every 5 years.
- Warning and informing advice on the Council's web-site.

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- Individual and/or group advice/presentations on demand.

10 AMENDMENTS

Amendments to the Plan will be completed and communicated to all relevant parties when a review (refer to paragraph 8.1) has been completed.

Updates will be installed on memory sticks provided to each owner of the Plan.

If hard copies have been made these should be destroyed before printing updated and revised versions

APPENDIX A - TEMPLATE FOR A BUSINESS IMPACT ASSESSMENT

Completed by:

Date:

Directorate:

Division/Dept.:

Group/Unit: Password is password

Guidelines to Completing This Questionnaire

- Please read the questionnaire all the way through before answering
- A staff list is prerequisite in order to reference skill specific staff
- Please answer as many questions as you can as accurately as possible
- To answer the questions click on the relevant grey answer box and begin typing
- Some answer boxes have a restriction to the number of words allowed in them but most are unlimited and many tables will expand, allowing any relevant detail to be added
- When you exit the questionnaire be sure to save the changes each time
- When the questionnaire is as complete as possible please attach it to an email to
- Thank you in anticipation for your time and help

BUSINESS CONTINUITY; MANAGEMENT AND PROMOTION PLAN
Objectives

What are the unit's objectives? (This should be in the Business Plan)

Locations

Locations your unit operates from:

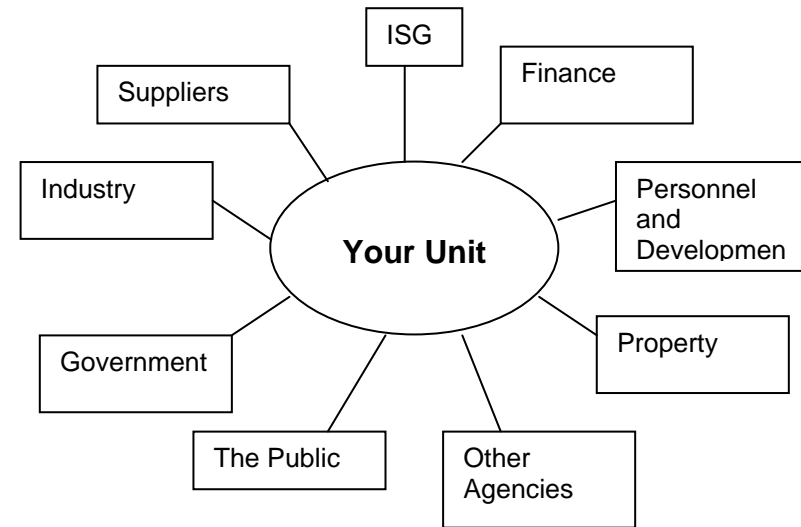
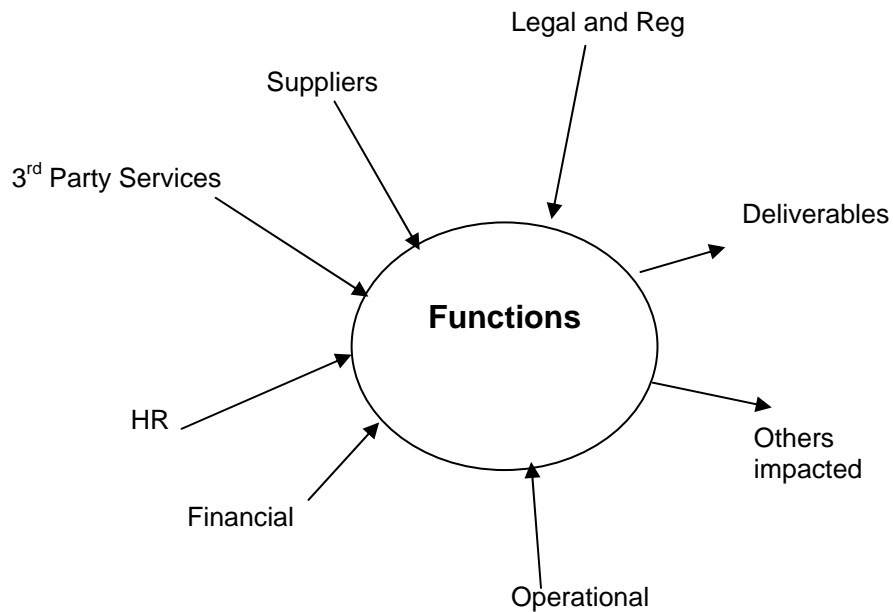
Location	Address	Critical no. of Staff	Normal no. of Staff	Operating Hours
1				
2				
3				
4				

Do/Can any staff work from home?

--

BUSINESS CONTINUITY; MANAGEMENT AND PROMOTION PLAN

Please consider these diagrams and use them as an aid to help with answering the rest of the questions about your unit:



Operational Impact Schematic
Who this unit relies upon
What you supply
Who depends upon this unit.

Stakeholder Diagram
Those this unit "touches"

BUSINESS CONTINUITY; MANAGEMENT AND PROMOTION PLAN

Functions - Please list your unit's functions under the appropriate criticality. For example if the function is severely disrupted when you are out of operation for less than a day then put it under 'Mission Critical'. If the function is impacted between 1 day and 3 days enter it under Critical and so forth. Please also prioritise these functions in order of importance 1-4, 1 being highest. Functions can have the same priority as another.

Mission Critical Functions (Impacted within 24 Hours)					
Function	Location	Office Space Needs	Critical Resources and Equipment	Key Staff (Please give ref no. from key contact sheet)	Priority (Ranked)
Critical Functions (Impacted within 1 - 3 days)					
Function	Location	Office Space Needs	Critical Resources and Equipment	Key Staff (Please give ref no. from key contact sheet)	Priority (Ranked)
Priority Functions (Impacted within 3 - 7 days)					
Function	Location	Office Space Needs	Critical Resources and Equipment	Key Staff (Please give ref no. from key contact sheet)	Priority (Ranked)

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Standard Functions (Impacted after 7 days)					
Function	Location	Office Space Needs	Critical Resources and Equipment	Key Staff (Please give ref no. from key contact sheet)	Priority (Ranked)

Resources

What other resources are essential at each location?

- Office equipment (e.g. air conditioning, photocopiers etc)
- Telecommunications (e.g. voice, data, fax etc)
- Vital records and supplies
- Computer equipment and software
- Other

<u>Asset Name</u>	<u>Resource Provider</u>	<u>Purpose and location</u>	<u>Usage (how often and by whom?)</u>	<u>Impact of loss (what would be restricted?)</u>	<u>What Delay would loss cause?</u>

BUSINESS CONTINUITY; MANAGEMENT AND PROMOTION PLAN
Interdependencies

What are your interdependencies? Who do you depend on for what?

Who depends on you and for what? – **Include internal KCC units, the public and external agencies.**

Who does your unit depend on?	What do you depend on them for?

Who depends on your unit?	What do they depend on you for?

Do you have any existing alternative arrangements or recovery procedures?

Examples: Alternative accommodation, back-up generator, alternate service providers...

--

Are there any call trees/cascade phone systems in place for emergency contact?

Yes

No

If Yes please provide details:

--

BUSINESS CONTINUITY; MANAGEMENT AND PROMOTION PLAN

Has anyone in your unit received any training in business continuity or dealing with the media?

Member of Staff	Training Received

During a disruption to another unit is there any space, equipment or resource you could release to that unit for the period of the disruption?

Location:	Resource:

Are there any critical times or seasonal trends that increase the units workload?

Issue	Time of Year/Month

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Who are your suppliers? – Please include any internal suppliers such as ISG as well as external companies
 What do they supply?
 Is there a back up to these suppliers?

Name of Supplier	What they supply	Alternate source/back up arrangement

Does the unit have any Service Level Agreements (SLAs) or contracts?

Who With	For What	Term	Expires

Has the unit faced any specific crises in the past – how were they overcome?

--

Does the unit have any major plans in the next 24 months? E.g. moving office, losing/gaining functions.

--

BUSINESS CONTINUITY; MANAGEMENT AND PROMOTION PLAN

2. Business Continuity Risks

In the following table itemise the functions of the service, disruptions that might occur, the effect and what is already in place in the event of that disruption to that service arising.

Scenario	Effect on services	Direct consequence (time to take effect, financial, backlog recovery)	Existing contingency arrangements in place
Complete destruction of Civic Centre – No loss of Staff			
Complete destruction of Civic Centre – loss of Staff			
Loss of Senior Manager			
Loss of Senior Manager and 'key' staff			
Loss of Electrical Power to Civic Centre			
Loss of IT Network			
Loss of telephones			
Disruption at critical time for service			
40% absenteeism for 6 weeks			
Travel disruption for 1 week caused by disruption to fuel supplies			
Travel disruption for 1 week caused by industrial and/or operational actions			
Postal disruption			
Loss of printing capability			
Loss of supplier due to a crisis			
Loss of Contractor			

Additional notes to amplify the above;

Note 1

Note 2

Note 3

BUSINESS CONTINUITY; MANAGEMENT AND PROMOTION PLAN

3. Contingency Arrangements and financial and training implications

What specific actions can you take now to reduce the impact on your services of some or all of the risks.

What specific actions can you take at some future time to reduce the impact on your services of some or all of the risks.

What specific actions would you wish to take to reduce the impact on your services of some or all of the risks.

What specific actions would you wish to be taken by the Council or others to reduce the impact on your services of some or all of the risks.

What service areas other than your own would you be able to assist with some instruction.

What service areas would be able assist you with some instruction.

APPENDIX C - TEMPLATE OF LEAFLET FOR BUSINESSES AND VOLUNTARY ORGANISATIONS



Fire at Buncefield Fuel Depot in Hemel Hempstead
© Hertfordshire Constabulary

Do you need a business continuity plan?

We all hope never to be affected by a major incident or disaster; equally, we all hope that, if one does occur, someone somewhere will know what to do.

This is where business continuity planning (BCP) comes in. Its purpose is to ensure we are all able to respond sensibly, both as individuals and as an organisation.

Some facts:

- At 11.20am on 15 June 1996, a terrorist bomb exploded in the heart of Manchester city. Some 650 businesses were affected including hotels and housing.
- Up to 90% of businesses that lose data caused by a disruption or disaster are forced to close down within two years.
- Approximately 80% of businesses affected by a major disruption/incident close within 18 months.

What can the KCC Business Continuity Team do for you?

Under the Civil Contingency Act 2004, KCC must provide free generic advice and assistance on business continuity management to commercial or voluntary organisations in the event of a disruption or emergency. Charges may apply for business specific advice and assistance.

**Emergency Planning Group
Invicta House
Maldstone
ME14 1XX**

Phone **01622 696 869**
01622 691 974
01622 694 806

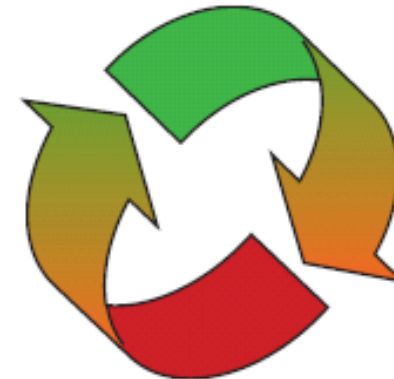
Or visit: www.kent.gov.uk

Dartford Borough Council can provide locally based advice to assist. Contact Ken Follett:

Phone **01322 343255**

E-mail ken.follett@dartford.gov.uk

Business Continuity



Information for businesses and voluntary organisations in Kent, helping them make essential decisions for Business Continuity Management.



What is Business Continuity Management (BCM)?

BCM helps minimise risks to an organisation or delivery of its services in the event of a disruption. A disruption could be external to the organisation, for example, severe weather, fire, or terrorism, or it could be internal, for example systems failure or loss of key staff.

BCM provides the framework for improving an organisation's resilience. It examines the critical processes and the resources used in the operation of the business. And its purpose is to restore key business systems and processes within agreed timeframes.

Managing risks to enable normal continuation of business is not only wise, but also its good effective management.

BCM should cover:

- **People** – roles and responsibilities, awareness and education.
- **Programme** – proactively managing the process.
- **Processes** – all organisational processes, including information technology (ICT).
- **Premises** – buildings and facilities.
- **Providers** – supply chain, including outsourcing.
- **Profile** – brand, image and reputation.
- **Performance** – benchmarking, evaluation and audit.

BCM model

The Business Continuity Institute (BCI) has developed a widely accepted five-stage model used across public, private and voluntary sectors.

The five-stage process is outlined as follows:

