

13 June 2016 at 7.00 pm

Conference Room, Argyle Road, Sevenoaks  
Despatched: 03.06.16



## Economic & Community Development Advisory Committee

### Membership:

Cllrs. Abraham, Barnes, Mrs. Bosley, Dr. Canet, Esler, Hogarth, Krogdahl, Lake, Maskell, McGarvey, Pearsall and Scott

### Agenda

	Pages	Contact
Apologies for Absence		
1. Appointment of Chairman		
2. Appointment of Vice Chairman		
3. Minutes To agree the Minutes of the meeting of the Committee held on 17 March 2016, as a correct record.	(Pages 1 - 6)	
4. Declarations of Interest Any interests not already registered		
5. Actions from Previous Meeting (if any)	(Pages 7 - 20)	
6. Update from Portfolio Holder		Cllr. Hogarth
7. Referrals from Cabinet or the Audit Committee (if any)		
8. Policing over the past year- Presentation by Chief Inspector Roscoe Walford		
9. Community Safety Annual Report	(Pages 21 - 24)	Kelly Webb Tel: 01732 227474
10. Emergency Plan Update	(Pages 25 - 28)	Kevin Tomsett Tel: 01732 227368
11. Business Continuity Update	(Pages 29 - 32)	Kevin Tomsett Tel: 01732 227368

## 12. **Work Plan**

(Pages 33 - 34)

### EXEMPT INFORMATION

At the time of preparing this agenda there were no exempt items. During any such items which may arise the meeting is likely NOT to be open to the public.

If you wish to obtain further factual information on any of the agenda items listed above, please contact the named officer prior to the day of the meeting.

Should you need this agenda or any of the reports in a different format, or have any other queries concerning this agenda or the meeting please contact Democratic Services on 01732 227247 or [democratic.services@sevenoaks.gov.uk](mailto:democratic.services@sevenoaks.gov.uk).

**ECONOMIC & COMMUNITY DEVELOPMENT ADVISORY COMMITTEE**

Minutes of the meeting held on 17 March 2016 commencing at 7.00 pm

Present: Cllr. Hogarth (Chairman)

Cllr. Abraham (Vice Chairman)

Cllrs. Abraham, Dr. Canet, Esler, Lake, Maskell, Pearsall and Scott

Apologies for absence were received from Cllrs. Mrs. Bosley, Krogdahl and Raikes

Cllr. Mrs. Morris was also present.

31. Minutes

Resolved: That the minutes of the meeting held on 11 February 2016, be approved and signed by the Chairman as a correct record.

32. Declarations of Interest

No additional declarations of interest were made.

33. Actions from Previous Meeting

There were none.

34. Update from Portfolio Holder

The Portfolio Holder and Chairman of the Committee advised that he had taken part in an e-Safety day for local schools organised by the Community Safety Manager and IT Support Team Leader. He had been linked remotely from the Council Chamber to school classrooms. The children had been able to see each other but not him. Cllr Firth had also linked in with a sleep better at night campaign about switching electronic gadgets off at night. The feedback from the schools was that they would like more interaction with the council.

The Community Safety Manager had visited New Ash Green and Hextable schools to give out certificates, and pictures had been taken for InShape. There was an intention to set up future projects. He had enjoyed the interaction and Cllr Firth had some interesting ideas, and he encouraged to pass any ideas they may have to the Community Safety Manager.

The Portfolio Holder and Chairman of the Committee also reported that he had met with County Councillor Balfour, Cabinet Member for Environment and Transport, where a variety of issues such as pot holes, 20 mph zones had been discussed. He had gained a fuller understanding of the financial constraints on KCC. There had been some discussion with regards to issues around school parking. A Member referred to a previous experience where even though parents were warned of a safety awareness

## Agenda Item 3 Economic & Community Development Advisory Committee - 17 March 2016

event, the police caught many drivers on mobile phones, without seatbelts and parking badly and suggested a similar thing could be carried out in the District. The Community Safety Manager agreed to consider this.

He had also attended a Business Leaders Meeting at Hever Castle arranged by Visit Kent, where there had been representatives of Channel Tunnel, P&O Ferries, and Leeds castle amongst others all within the travel/tourism industry. He had been made aware of the economic damage Operation Stack was doing to east Kent, and the expectation was that it would be worse this year.

The Vice Chairman reported that KALC was having a meeting with Highways England and KCC about illegal parking of heavy goods vehicles.

Sevenoaks District Council Voluntary & Community 'Making it Happen' Awards was taking place on Wednesday 15 June. Nominations were to be returned by Thursday 28 April 2016.

There was an intention to take an inward investment magazine to Cabinet for approval, to highlight the advantages of investing in the District. The Regeneration Advisor explained that he had produced a similar one for Medway; the idea was to produce a prospectus, once a year. He advised that it was about 56 pages long, produced by a company who did this only for the public sector and provided the journalists, took the photos etc. and members would get to agree the final content. It was part funded by advertising. Medway was on its tenth edition, and he passed around a copy for Members to look at. It was an opportunity to attract inward investment and change the perception of the District, at a time when the Council was going to be increasingly relying on business rates and council tax. Such a prospectus would have a London launch where investment firms would be invited, the Secretary of State has given the address attracting national press coverage at similar events. The Council would place its own advertisement and all it would cost the Council was £9,975 for the first edition and around £4,500 for subsequent years. It would then be mailed out to potential investors, which could be selected from a database of 40,000. If Cabinet were to agree to this it was hoped that the first edition would be available at the end of October/ early November 2016.

### 35. Referrals from Cabinet or the Audit Committee

There were none.

### 36. West Kent LEADER Update

Members considered a report, and received a [presentation](#) from the West Kent LEADER Programme Manager.

West Kent LEADER was a source of funding available to farmers, growers, foresters, rural businesses and communities to help secure a sustainable future for rural West Kent. The last LEADER programme closed at the end of 2013, with West Kent LEADER having awarded over £1.25 million grant funding to 62 projects. The West Kent LEADER Local Action Group had been awarded €2,266,000 for the period 2015-2020 and the scheme was now accepting outline applications.

In response to questions, the West Kent LEADER Programme Manager advised that at the moment they were still working through the new application process, learning timescales and therefore there was a soft launch and they would be contacting Parish and Town Councils shortly. It was predominantly capital investments that were funded and the key was to illustrate job creation and/or growth. Funding was not provided upfront, but claimed back.

Resolved: That the report be noted.

37. Community Safety Action Plan 2016/17

The Community Safety Manager presented a report which sought approval for the 2016-17 Community Safety Strategy and Action Plan. The plan responded to the community safety priorities identified in the most recent Strategic Assessment.

Members discussed the recent tabloid stories of misunderstanding of PREVENT, for example in schools. The Community Safety Manager advised that there is some misunderstanding out there and that there is an opportunity to develop more work around listening to young people. Support has been offered to local schools. She also confirmed in response to a question that she attended cross border meetings with neighbouring local authorities in relation to gangs.

In response to comments on parking around schools, she is happy to liaise with local head teachers and write to parents if necessary. The Council has limited duty around this, but a letter to remind people of their responsibilities etc could help.

Public Sector Equality Duty

Members noted that consideration had been given to impacts under the Public Sector Equality Duty.

Resolved: That the Community Safety Strategy & Action Plan for 2016-17, be recommended to Cabinet for approval.

38. Sevenoaks District Tourist Accommodation

Members considered a report which summarised the Economic Development aspects of a study by Hotel Solutions into tourist accommodation in the District. The report covered current supply, local drivers of demand growth and a review of national trends in hotel and visitor accommodation development and staying-tourist markets.

Members received a [presentation](#) from the Health & Communities Services Manager on the Tourist Accommodation Study, which set out future growth prospects for tourist accommodation in the Sevenoaks District. The District was well placed to capitalise on projected growth in the domestic short break and overseas tourist markets.

*Action 1: Health & Communities Services Manager to forward details on the occupancy rate for the District.*

Public Sector Equality Duty

**Agenda Item 3**  
**Economic & Community Development Advisory Committee - 17 March 2016**

Members noted that consideration had been given to impacts under the Public Sector Equality Duty.

Resolved: That the report be noted.

**CHANGE IN AGENDA ITEM ORDER**

With the agreement of the Committee, the Chairman brought forward consideration of agenda item 10.

**39. Economic Development Strategy Monitoring**

The Economic Development Strategy sets out an extensive action plan to be delivered in conjunction with partner organisations. The majority of actions are expected to be completed by the end of 2018. However it is recognised that this strategy has a number of ongoing activities and will need to evolve to fit economic conditions and external changes during the strategy lifetime.

Members considered the economic development strategy action plan monitoring which had been circulated after the agenda publication but before the meeting, that gave further monitoring information. The majority of the actions remained on target for delivery during the lifetime of the strategy.

In response to a question, the Economic Development Officer confirmed that there was an error with Strategic Objective 3.4, which would be reviewed and amended to reflect that the expansion of Darenth Car Park in Westerham was taking place.

Members welcomed the inclusion of Swanley Station in the Transport for London Zone 8 with Oyster card system, however it was felt that Zone 6 or 7 would be more appropriate. It was therefore moved by Cllr. Scott, duly seconded and carried that Officers be requested to challenge South Eastern to review their decision to only make Swanley Zone 8, rather than 6 or 7.

The issue of a skills training gap - lack of appropriate training /higher education providers within the District, and employers not being able to recruit locally as a result, was discussed as something that needed to be addressed within the Strategy. Creative thinking was needed as to how to open up opportunities for the provision/access to appropriate training, learning progression routes, whether by traditional methods or remote learning facilities.

*Action 2: Officers work with Cllr. Maskell to get the right conceptualisation within the Strategy.*

The Chief Officer Communities and Business, updated Members on the master planning for Swanley. 1,200 plus people had attended the recent Masterplan consultations in Swanley and Hextable.

It was important that this Advisory Committee was aware of the work but many of the necessary decisions would fall to the Planning Advisory or Policy & Performance Advisory Committee. There was a small officer working group working on reporting back to residents. A newsletter was being produced at the beginning of April 2016, as it was important that residents were aware of decisions such as the demolition of the former Working Men's Club and CAB buildings on the High Street.

The Regeneration Advisor advised that the team would be looking at better ways of articulating the economic development strategy, and working at being more successful in funding bids from the South East Local Enterprise Partnership (LEP), as one of only 14 Councils that was yet to be successful.

#### Public Sector Equality Duty

Members noted that consideration had been given to impacts under the Public Sector Equality Duty.

Resolved: That

- i) Officers be requested to challenge South Eastern to review their decision to only make Swanley Zone 8, rather than 6 or 7; and
- ii) the progress made on delivering the Economic Development Strategy and its associated action plan, be noted.

#### 40. Work Plan

The work plan was noted. It was agreed to add six monthly monitoring to the meeting in December for the Community Safety Plan, Economic Development Strategy and Community Plan.

THE MEETING WAS CONCLUDED AT 8.40 PM

CHAIRMAN





<b>ACTIONS FROM THE MEETING HELD ON 17/3/16</b>			
<b>Action</b>	<b>Description</b>	<b>Status and last updated</b>	<b>Contact Officer</b>
ACTION 1	Health & Communities Services Manager to forward details on the occupancy rate for the District.	<p>The requested information is attached.</p> <p>The District occupancy document is from the Tourist Accommodation study that was undertaken in September 2015. We hope to commission another accommodation study very soon. The data from the Sevenoaks District Accommodation Forum is much more recent, however the data is a little skewed due to inconsistencies in the individual responses. (01.06.2016)</p>	<p>Emily Haswell</p> <p>Ext. 7261</p>
ACTION 2	Officers work with Cllr. Maskell to get the right conceptualisation within the Strategy. (Minute 39 - Economic Development Strategy Monitoring)	<p>The Economic Development Officer is making contact with Cllr Maskell so that we have a joined up approach to addressing the skills funding gap in the Economic Development Strategy. An update will be given at the next Economic and Community Development Advisory Committee. (01.06.2016)</p>	<p>Emily Haswell</p> <p>Ext. 7261</p>

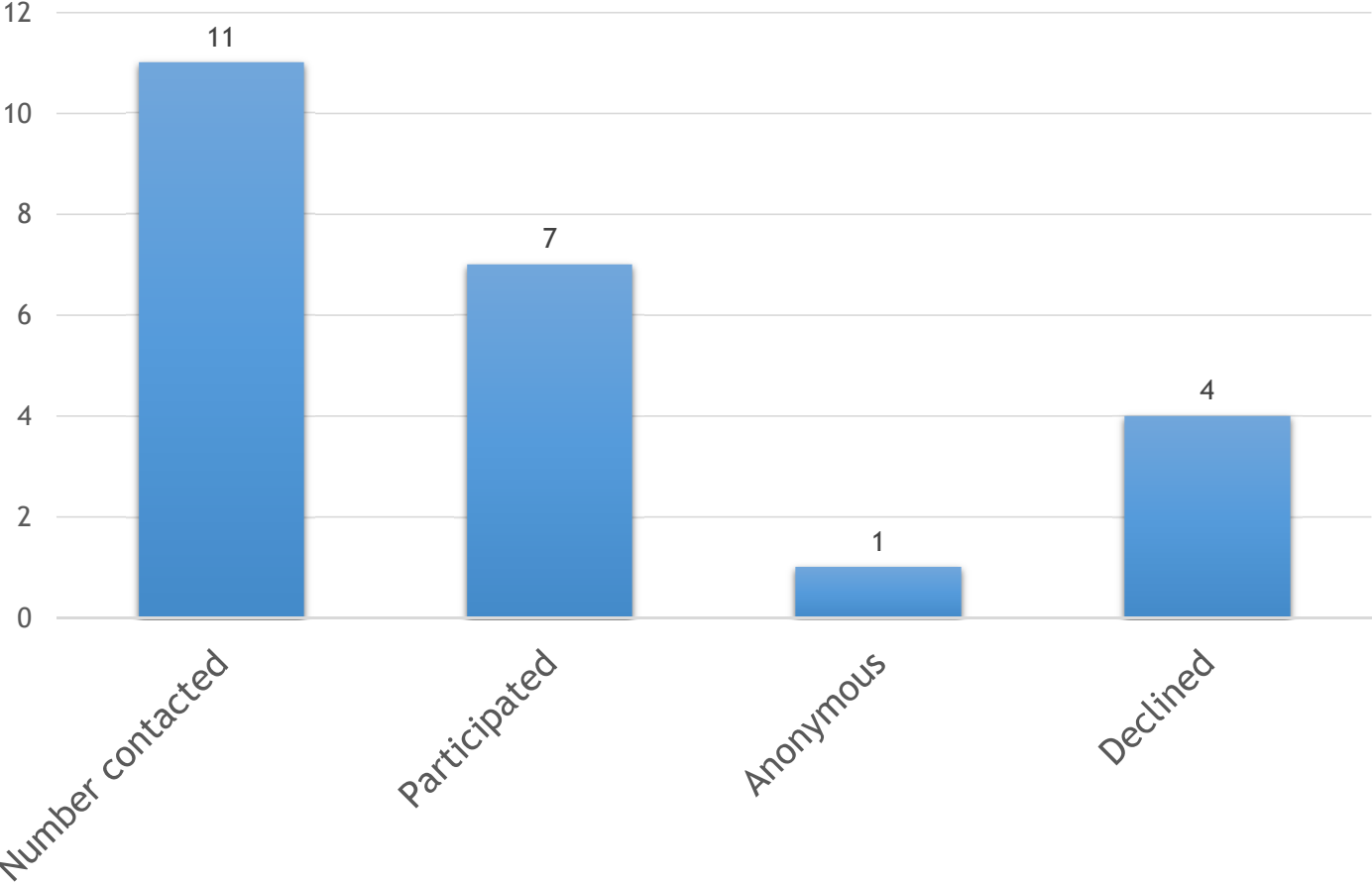
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# Occupancy levels

## for Sevenoaks District



# Participation

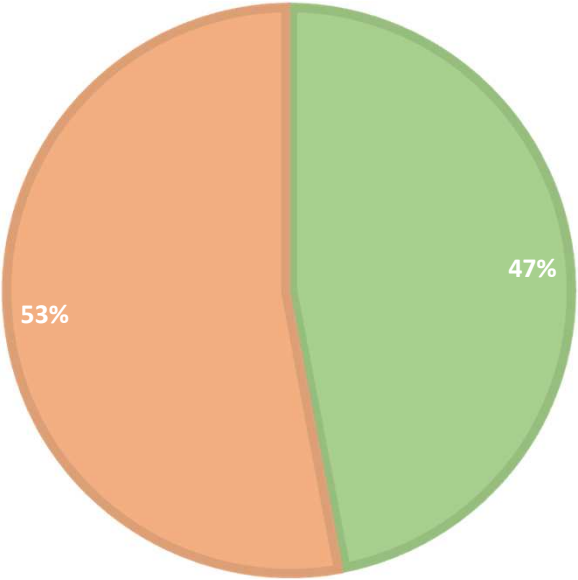


# Anonymous - central Sevenoaks

Number of rooms = 1

## UTILISATION

■ Booked ■ Free

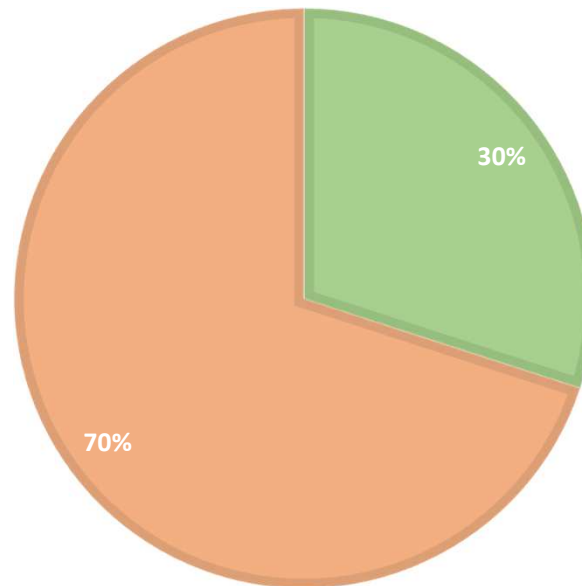


# The Old Manor house - Brasted

Number of rooms = 2

## UTILISATION

■ Booked ■ Free



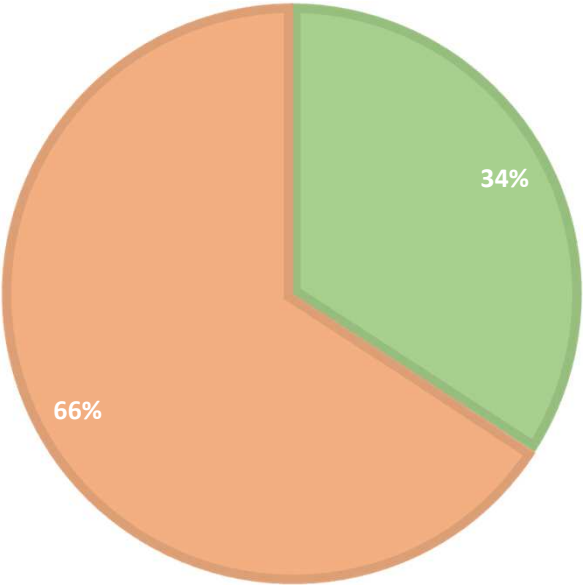
1 April 2015 to 31 March 2016

# Sakers Cottage

Number of rooms = 1

## UTILISATION

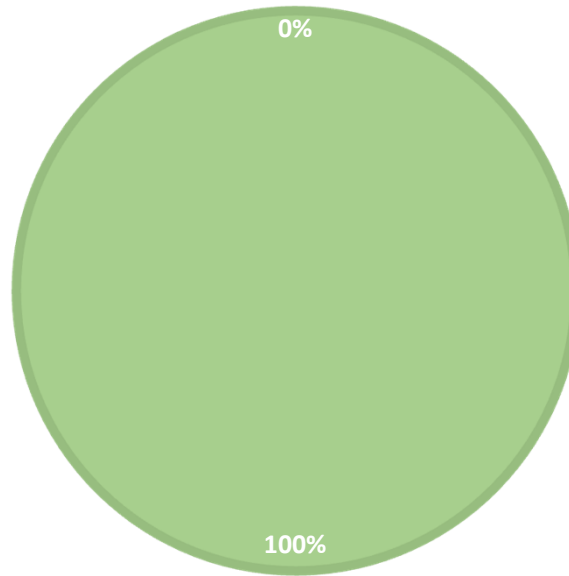
■ Booked ■ Free



# Hever B&B and The Thatched cottage

## UTILISATION

■ Booked ■ Free



21 Bookings turned away as fully booked

1 April 2015 to 31 March 2016

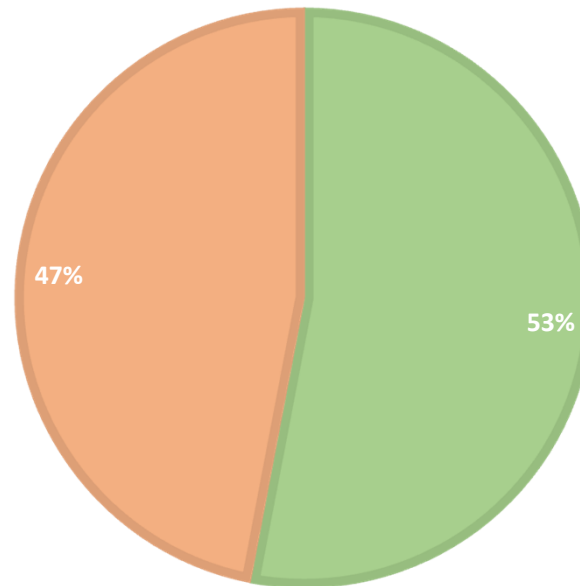


# Double Dance

Number of rooms = 1

## UTILISATION

■ Booked ■ Free

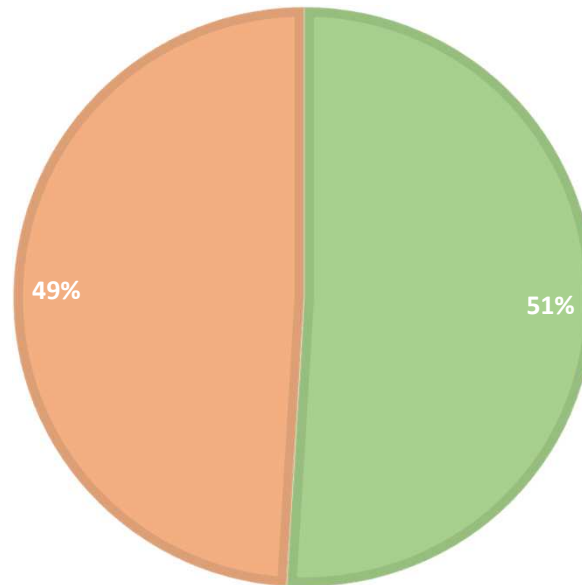


# Donnington Manor Hotel

Number of rooms = 63

## UTILISATION

■ Booked ■ Free



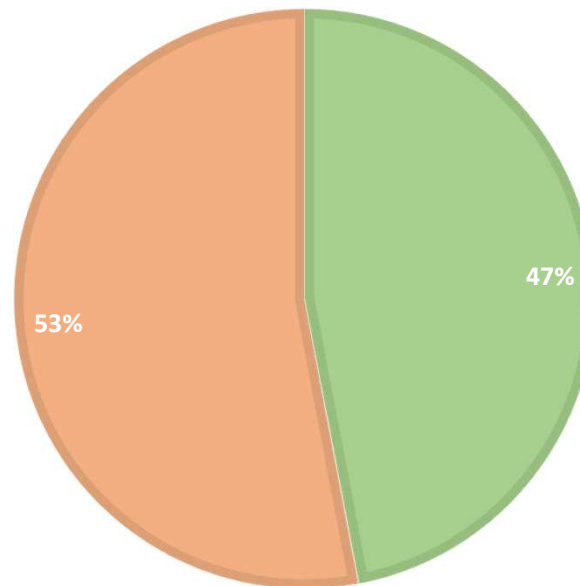
1 April 2015 to 31 March 2016

# Park Lane - Kemsing

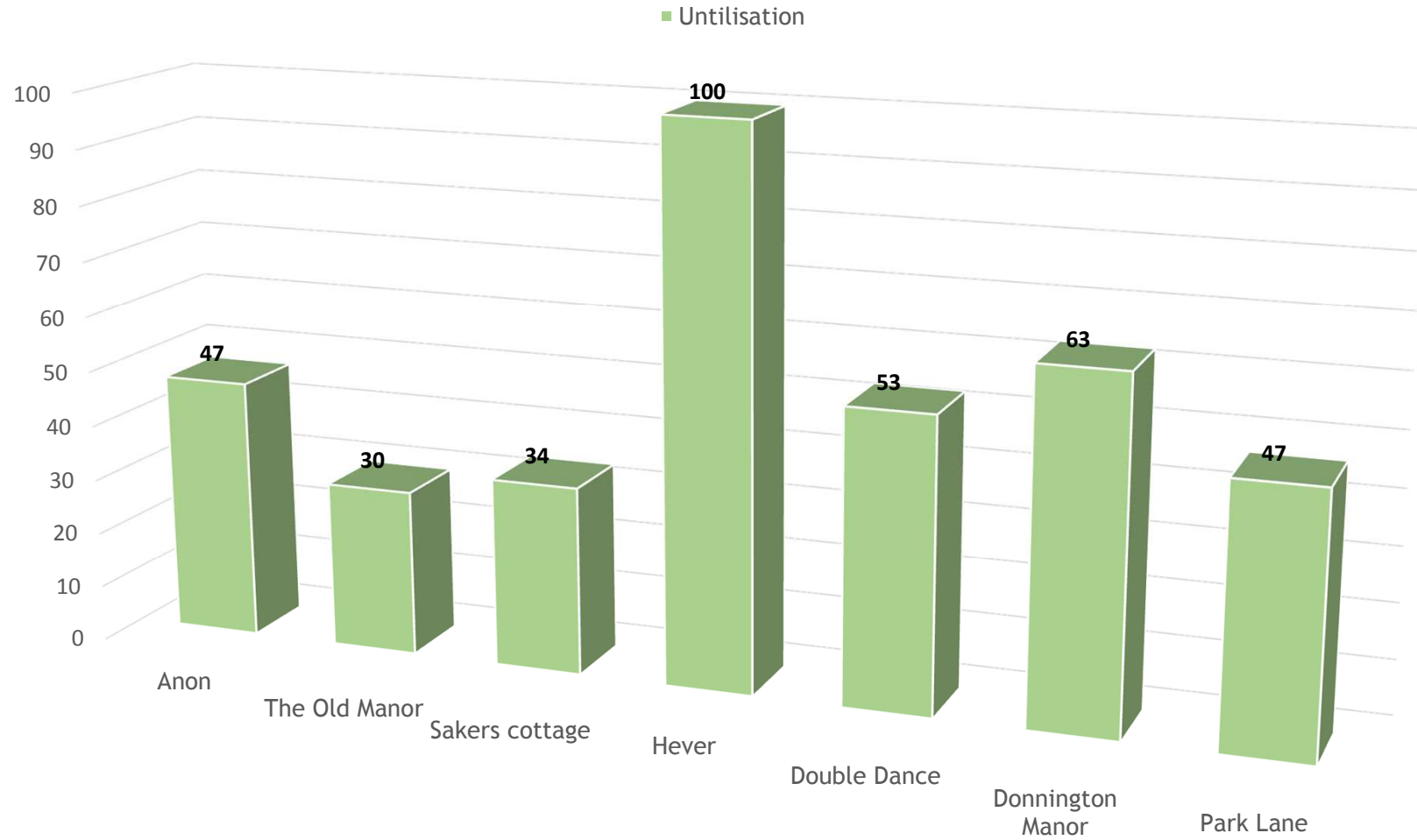
Number of rooms = 3

## UTILISATION

■ Booked ■ Free



# UTILISATION



**Sevenoaks District Tourist Accommodation study**

**September 2015**

Midweek/Weekend Occupancies

Estimated average weekday and weekend occupancies for hotels in and around Sevenoaks District in 2014 are summarised in the table below.

**WEEKDAY/ WEEKEND OCCUPANCIES - 2014  
SEVENOAKS DISTRICT & IMMEDIATE SURROUNDS**

Standard	Typical Room Occupancy %			
	Mon-Thurs	Fri	Sat	Sun
Sevenoaks District 3/4 Star Hotels	80	52	90	41
Budget Hotels - Swanley/Tonbridge/Wrotham Heath	88	80	92	58

Source: Hotel Solutions - September 2015

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## COMMUNITY SAFETY ANNUAL REPORT

**Economic & Community Development Advisory Committee - Monday 13 June 2016**

Report of Chief Officer Communities and Business

Status: For Information

Key Decision: No

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### Executive Summary:

This report looks at the work of the Community Safety Partnership from April 2015 - March 2016.

It takes into account all aspects of the Partnership reflecting on crime trends, CSU and successes

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**This report supports the Key Aims of** delivering a low crime rate in the District and supporting vulnerable and repeat victims of crime and anti-social behaviour.

This report supports Community Plan - Safe Communities  
Corporate Plan - To work in Partnership to keep the District of Sevenoaks Safe

**Portfolio Holder** Cllr. Roddy Hogarth

**Contact Officer(s)** Kelly Webb x7474

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**Recommendation to Economic & Community Development Advisory Committee:**  
That the report be noted.

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### Introduction and Background

1. In 2006, a review of the partnership provisions of the Crime and Disorder Act 1998 and the Police Reform Act 2002 led to a series of recommendations to strengthen and extend existing requirements through the experience gained from partnership working. This resulted in a new set of national minimum standards which came into force in August 2007.
2. The 1998 Crime & Disorder Act included the requirement to produce a detailed crime and disorder audit through consultation with key agencies and the wider community and to use the findings to identify strategic priorities and take action to address them. The new national standards placed a legal obligation on responsible authorities to comply with the specified requirements, one of which was the creation of an annual strategic assessment in place of the previous 3 yearly audit.

### **Key Implications**

#### Financial

The cost of the action plan itself is minimal. Funding to implement the plan is provided by all partner agencies through their core budgets with additional funding the PCC (Police Crime Commissioner) and other external funding streams.

#### Legal Implications and Risk Assessment Statement.

National Standards require Partnerships to produce an annual year action plan which is reviewed and updated annually. The requirement to produce an action plan to take forward a multi-agency approach to community safety stems from the Crime & Disorder Act 1998.

#### Equality Assessment

Members are reminded of the requirement, under the Public Sector Equality Duty (section 149 of the Equality Act 2010) to have due regard to (i) eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010, (ii) advance equality of opportunity between people from different groups, and (iii) foster good relations between people from different groups. The decisions recommended through this report directly impact on end users. The impact has been analysed and does not vary between groups of people. The results of this analysis are set out immediately below.

There are no negative impacts - the annual report applies to all. All victims of crime and anti-social behaviour are treated equally and fairly regardless of disability, age, sexual orientation, gender reassignment, marital or civil partnership, race, gender, carer status or religion and belief.

#### Safeguarding Children and Vulnerable Adults.

The Annual report makes a positive contribute to the safeguarding of children and vulnerable adults in the District.

#### Resource (non financial)

None

#### Sustainability Checklist

A sustainability checklist has been completed and a positive impact is anticipated.

### **Conclusions**

The Community Safety Annual Report highlights the work of the Community Safety Partnership throughout 2015-2016



**Appendices**

No appendices

**Background Papers:**

Sevenoaks District CSP Annual Report 2015-2016

**Lesley Bowles**

**Chief Officer Communities & Business**

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## EMERGENCY PLANNING - UPDATE

### Economic & Community Development Advisory Committee - 13 June 2016

Report of Chief Officer Environmental and Operational Services

Status: For information

Key Decision: No

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**Executive Summary:** This report provides an update to the Advisory Committee on current Emergency Planning practises and procedures

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**This report supports the Key Aim of Safe Communities**

**Portfolio Holder** Cllr. Hogarth

**Contact Officer** Kevin Tomsett - ext: 7368

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### **Recommendation to Economic & Community Development Advisory Committee:**

That the report be noted.

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### **Introduction and Background**

1. The Council has statutory responsibilities under the Civil Contingencies Act 2004 as a Category 1 responder, along with the 'Blue Light' emergency services, Kent County Council, the Environment Agency and the NHS.
2. The District Council's main responsibilities are to provide humanitarian assistance during any event or evacuation, immediate care and longer term housing needs whilst aiding recovery, and throughout any event assisting with multi agency response, sharing information and mutual aid.
3. An Emergency is defined, under the Act as an event or situation which threatens serious damage to human welfare or the Environment.

### **Major Emergency Plan**

4. The major emergency plan is a framework document cross referencing with Councils' and other Agencies' plans, consisting of numerous documents, but principally are:
  - Major Emergency Plan
  - Mutual Aid Agreement
  - Contacts List
  - District Emergency Centre Operations

## Agenda Item 10

- Local Multi Agency Flood Plan
  - Various Internal Plans From Media to Finance
  - Business Continuity Plan
5. As a result of SDC organisational changes and those of the KCC Emergency Planning team all plans were updated throughout 2014 with a further review due later this year. Emergency Planning arrangements are currently subject to an internal audit and any recommendations will be incorporated within the amendments.
  6. These documents have not been reproduced in the report as they run to many pages, however, a copy is available on the SDC website.
  7. The Business Continuity Plan is subject to a separate report.

### Key Roles & Responsibilities

8. To increase resilience across the Council, and to embed Corporate responsibility, an Officer Emergency Planning Working Group, chaired by the Chief Officer Environmental and Operational Services, and comprising Officers from Building Control, Housing, Environmental Health, Customer services, CCTV, Communications, HR, Direct Services, Facilities Management and Communities and Businesses operates to disseminate information and to learn and develop plans from events.
9. Key roles are:
  - Emergency Planning Co-ordinator and Assistant Co-ordinator
  - Information Managers
  - GIS Mapping
  - Call Handlers
  - Communications Officers
  - Incident Liaison Officers
  - Function Co-ordinators, and
  - Representatives for Strategic Command (Gold) and Tactical Command (Silver).
10. Furthermore additional staff are trained in areas such as Rest Centre Management and Operation of the District Emergency Centre (DEC).
11. Exercises are regularly delivered to test the group's preparedness and resilience and to identify any further areas for development.
12. Examples of exercises and real emergencies to test preparedness and resilience:
  - March 15 - Fuel Spillage
  - May 15 - Business Continuity Test (loss of building)
  - June 15 - Gas Leak
  - July 15 - Dunton Green, Planned Evacuation
  - September 15 - Flood Plan Training & Testing

- January 16 - Leigh Gas Outage (3 day event)
- February 16 - High Street, Sevenoaks, Suspect Device
- February 16 - Severe Weather
- March 16 - Severe Weather, Storm Katie
- Ongoing - Severe Weather Monitoring
- Ongoing - Potential Restriction in Fuel
- Ongoing - Various Gas Leaks/Cylinder Fires/Small Scale Evacuations

### **Training**

13. Training both internal and external has been undertaken by various Officers covering the following areas:

- Introduction to Civil Protection
- Strategic Emergency and Crisis Management
- Working in Safety Advisory Groups
- Public Safety at Mass Gatherings
- Developing & Maintaining Business Continuity Management
- Recovering from Emergencies
- Television & Radio Interview training
- Mass Evacuation & Shelter training
- Rest Centre Management training
- Incident Liaison Officer Training
- Scientific and Technical Advisory CELL (STAC)

### **Relationship with other Emergency Planning Agencies**

14. The Council is a member of the Kent Resilience Forum (KRF) and continues to build strong relationships with Multi Agency Partners such as Kent County Council, the newly formed Kent Resilience Team (KRT comprises KCC, KF&RS and Police Emergency Planning Departments) amongst other partners such as the Environment Agency and Voluntary Sector.

15. The Council is a representative on the following KRF groups:

- Risk Assessment Group
- Voluntary Sector Group
- Local Authority Emergency Planning Group

16. The District is also the Chair of the Business Continuity working group, currently tasked with writing a new plans for the County including Fuel Shortage and Resilient Telecommunications.

### **Safety Advisory Groups**

17. Since the 2012 Olympic Games there has been a greater emphasis on all Local Authorities to host and Chair Safety Advisory Groups (SAG) potentially covering any public show or event within the District. Key responsibility here, is to ensure public safety.

## Agenda Item 10

18. The Council has traditionally held such SAGs for large scale events such as at Brands Hatch and the London Golf club but now Chairs a SAG for any event which may cause partners agencies such as the Police, Highways or any other agency concern for public safety and well-being.
19. The role has developed and continues to develop with attendance at cross boundary SAGs (Tonbridge half marathon) with the potential for a Kent wide attendance and approach to create greater efficiency for all agencies attending.
20. The Council also has a representative on the Kent Safety Advisory Steering Group.

### **Community Resilience**

21. With particular reference to severe weather, the Council continues to work with Parish Councils & Community Resilience Groups to support and enhance where possible their local and immediate response to an unfolding event.
22. Further to recent flooding (2013-14), greater links and pre-deployment of sandbags have been made with most Town & Parish Councils along the Eden & Darent rivers. Specific Community Flood Plans have been developed and a training and testing exercise was held in September 2015 with interested parties.

### **Key Implications**

#### Financial

The Council has a small budget for Civil protection (£35,000) which is largely salary allocations for key staff responsibilities. In the event of invoking emergency Planning procedures and actions, funding would need to be found from Partner Agencies, or from Council reserves, depending on the nature of the response. In certain larger scale events, where expenditure exceeds a certain limit, funding can be recovered from Government above this limit (Belwin Scheme).

#### Legal Implications and Risk Assessment Statement.

The Council has statutory responsibilities as a Category 1 responder under the Civil Contingencies Act 2004.

#### Equality Assessment

There are no equalities impacts arising from this report.

**Appendices** None

**Background Papers:** None

**Richard Wilson**  
**Chief Officer Environmental and Operational Services**

## **BUSINESS CONTINUITY - UPDATE**

### **Economic & Community Development Advisory Committee - 13 June 2016**

Report of                      Chief Officer Environmental and Operational Services

Status:                        For information

Key Decision:                No

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**Executive Summary:** This report provides an update to the Advisory Committee on current Business Continuity practises and procedures

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**This report supports the Key Aim of Safe Communities**

**Portfolio Holder**        Cllr. Hogarth

**Contact Officer**        Kevin Tomsett - ext: 7368

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#### **Recommendation to Economic & Community Development Advisory Committee:**

That the report be noted.

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#### **Introduction and Background**

1. The Council has statutory responsibilities under the Civil Contingencies Act 2004 to have business continuity arrangements in place to ensure that they can continue to provide their critical functions in the event of a disruptive challenge.
2. This type of event could also require an emergency planning response to the community; as such there are appropriate links with the Emergency Plan and with its supporting documentation.

#### **Business Continuity Management Strategy**

3. The objective of Business Continuity Management is to allow the Council to continue to provide its critical functions, and as many non-critical functions as possible, in the event of an unexpected disruption.
4. This improves the Council's resilience against the disruption of its ability to achieve its key objectives, and improve its ability to recover from any such disruption while protecting welfare and safety.
5. To achieve this objective, the guidance and processes shown in national standards (BS 25999 - ISO 22301) has been used and having regard to good practice elsewhere.

## Agenda Item 11

6. There is a generally accepted cycle to this process:
  - Understanding the organisation
  - Determine BCM Strategy
  - Develop and implement BCM response
  - Exercise, maintain and review plans
7. For the business continuity process to be as effective as possible there is a need to embed business continuity management into the organisation's culture and this is achieved by a working group, annual review and training/testing of the plan.
8. Understanding the organisation includes identifying the functions that the Council undertakes and compiling a Business Impact Analysis on each of those functions. It also includes the identification of the hazards that could cause a business disruption and undertake a Business Risk Assessment on those hazards.
9. The Business Impact Analysis and the Business Risk Assessment provide the information to compile the Business Continuity Plan. The aim of the Business Continuity Plan is to provide a framework in which to manage the response of the Council to an event which is likely to seriously obstruct it in the performance of its functions.
10. 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. The plan facilitates functions being at an acceptable level of operation within acceptable timeframe.
11. There is also a need to train staff. This includes general awareness training for managers and staff groups and specific training for 'key players' identified in the plan. This assists in the embedding of Business Continuity into the organisation's culture.

### **Business Continuity Management Plan**

12. The business continuity plan follows the principles of BS 25999 (ISO 22301) and is the ongoing management and governance process supported by management and appropriately resourced, to ensure that the necessary steps are taken to identify the impact of potential losses, maintain viable recovery strategies and plans, and to ensure continuity of service, through training, exercising, maintenance and review.
13. A Business Impact Assessment for each service function of the Council (as outlined in the Business Continuity Management Strategy), has been undertaken which involved gathering information from each Service Manager on the level of criticality of each of their functions.



14. Each function is classed into one of four categories ranging from functions that must be operational within 24 hours, to those which could be left for over 7 days. For any function under seven days, minimum levels of staff, resources, IT and critical suppliers were identified. This information is compiled into the Business Impact Analysis.
15. Staff have received training on the plan, their function and role in any given scenario and recovery procedures and have completed a table top exercise of the plan involving key staff and services.
16. The Business Impact Assessments and Plan are reviewed on an annual basis, or, after any business continuity incident.
17. Recent enhancements to Business Continuity arrangements include the introduction of the 'Lync' telephony system, greater ability for mobile or remote working and shared working arrangements that allow services to be delivered from facilities owned by partner organisations.
18. Current considerations are a replacement generator at Argyle Road offices and the potential for an off-site IT server arrangement.

### **Key Components**

19. The Business Continuity Management Plan consists of the following key components:
  - A business continuity management strategy, see extract above.
  - Alerting procedures, which are very similar to those in the Major Emergency Framework Document
  - Guidance on possible incident management structures. The exact structure required will be incident dependant, but it should be a clear structure for efficient command and control. For consistency the same concept is used as in the Major Emergency Framework Document
  - A section on pre-identified roles and responsibilities. This includes damage assessment, salvage, personnel issues and media relations. It also outlines mutual aid that may be available from other Kent local authorities
  - Incident management guidance for the different incident consequences (derived from the analysis of the impact assessments), including denial of premises, denial of IT and paper record systems, denial of staff, denial of utilities and denial of supplies and services
  - Guidance for the recovery phase
  - Guidance on function prioritisation, derived from the business impact analysis



**Economic & Community Development Advisory Committee Work Plan 2015/16 (as at 12/05/2016)**

13 June 2016	11 October 2016	13 December 2016	7 March 2017
<p>Community Safety Annual Report</p> <p>Emergency Plan Update</p> <p>Business Continuity Update</p>	<p>Budget: Review of Service Dashboards and Service Change Impact Assessments (SCIAs)</p> <p>Swanley Economic Development Strategy</p>	<p>Community Safety Plan</p> <p>Economic Development Strategy</p> <p>Community Plan</p>	

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