



# BRENTWOOD BOROUGH COUNCIL BUSINESS CONTINUITY (OVER-ARCHING) RECOVERY PLAN 2015-16



## Responsibility for this Plan

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## Version Control/Reviews

Version no.	Date	Summary of changes form previous version
1.0	12/01/2015	This is a new document

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## **POLICY STATEMENT**

In the event of an incident at any of Brentwood Borough Council's premises, the Council will endeavour to continue to provide its high levels of service to members of the public and other users of services to the best of its ability.

Corporate Leadership Board (CLB) is directly responsible for the overall handling and effectiveness of this Business Continuity Recovery Plan. CLB and the Strategic Health and Safety Manager are responsible for annually reviewing the Plan and identifying any changes required. Changes may also be required should any key elements of the organisation change. It is important that all parts of the Council remain covered by this Plan.

Each Head of Service is responsible for ensuring that the detailed information applicable to their service is correct and up to date within their own Business Continuity Service Recovery Plans.

This document should be read alongside the Councils' Business Continuity Policy and Business Continuity Strategy both of 2014.

## **PART 1**

### **1.1 INTRODUCTION**

1.1.1 Nearly everyday there are many unpublished disasters, man-made and natural, which devastate both private and public sector business units. Where disruption affects critical business procedures, the consequences can be severe and include substantial financial loss, an inability to achieve levels of expected service, risks to public safety, welfare and financial hardship, embarrassment and loss of credibility or goodwill for the organisation concerned. The consequential damage can have a much wider impact on staff welfare and the general public. The benefit therefore of having a recovery plan that can be implemented with the minimum delay, will significantly reduce the level of disruption to Council Services and should ensure the rapid resumption of services to the public.

### **1.2 LINKS TO THE OPERATIONAL RISK REGISTERS**

1.2.1 It is important that this over-arching Business Continuity Recovery Plan is effectively aligned with the Operational Risk Registers for all services. These are to be found on the Councils' microsite under the page 'Risk, Business Continuity, Emergency Planning and Insurance' and sub-page 'Risk Management'.

### **1.3 AIM**

1.3.1 The aim of this '*over-arching plan*' is to provide a set of effective and practical procedures that will:-

- i) provide a corporate response for service areas to link in to as part of their individual recovery procedures
- ii) minimise disruption within each service area
- iii) enable normal working to be resumed in the shortest possible time

### **1.4 OBJECTIVES**

1.4.1 The objectives of the plan are:-

- a) To mobilise the organisational resources required to manage the situation and recovery based on prioritisation of essential public services,
- b) To list the immediate action to be taken
- c) To provide realistic time-scales within the recovery process and return to 'normality'

### **1.5 RISK ASSESSMENT**

1.5.1 This plan assumes an ultimate '*worst-case scenario*' in which critical information systems and resources are destroyed by fire, other natural events or by unauthorised persons committing acts of destruction, theft or sabotage that prevent key service delivery functions being undertaken.

The main risks have been identified as:-

- Total loss of building(s) due to fire, flood, explosion, malicious damage, non-access due to weather/security issues
- Partial loss of a building due to fire, flood, explosion, malicious damage,
- Loss of utilities – gas, electricity and water,
- Computer system failure, theft or cyber threat,
- Telephone system failure (internal and/or external),
- Loss of a number of key personnel due to injury/killed as the result of a pandemic illness/sickness,
- Loss of fleet – refuse/street scene vehicles,

An incident could result in one or a combination of any of these situations.

1.5.2 For the purposes of this over-arching Plan it is assumed that Brentwood Council's policies applying to records management and computer security are being applied in all offices. Similarly, this Plan also assumes that fire prevention, physical security and health and safety at work standards are also being applied.

1.5.3 The Plan also assumes that inventories of hard/software, other business systems and major items of equipment are maintained by services. It is the appropriate Head of Service's responsibility that these records are maintained as part of their day to day managerial accountabilities. These records will be stored within individual Service Plans and held electronically in the Councils' ['P' Drive/Business Continuity folder](#).

## **1.6 BUSINESS RECOVERY PROCESS**

1.6.1 In order to instigate an appropriate response to the business recovery process, this Plan has made a number of main assumptions:-

1. If an incident occurs which requires the evacuation of a Council building then this will have been carried out using the normal practised evacuation procedures for those premises.
2. The emergency services will be on site and any known person(s) missing or otherwise unaccounted for, will be notified to the appropriate organisation.
3. If the missing person(s) is a member of staff then any personal details such as home address, telephone numbers and the next of kin information, will be made available as soon as possible to the relevant emergency organisation.
4. Sufficient financial resources will be made available through officers' with the authority to access funds to ensure that the business of the Council would continue to be run as efficiently and effectively as possible during the disruption.

5. In the event of a loss sustained at any Council's owned swimming/sports facilities, the site would be shut down by the Contractor and alternative arrangements made if appropriate.
6. Individual service delivery Business Continuity Recovery Plans are maintained for:-
  - All Services within the Town Hall
  - Council depot

## **1.7 KEY AREAS AND PRIORITIES**

1.7.1 The Council undertakes a wide range of functions based upon a combination of Statutory Duty and provision of service to the community.

1.7.2 Within these functions there are key areas that the Council has a legal duty to either maintain a level of service or is required by law to complete a specific task by an agreed date.

1.7.3 Therefore certain aspects of the Council's business have been given a priority status, particularly those that operate within an office environment.

1.7.4 This will ensure that if they are affected, sufficient resources are deployed at the start of the recovery process to enable these areas to be up and running as soon as possible.

These key Service areas are:-

- Strategy & Corporate Support Services
- Customer Services
- Revenues and Benefits
- Planning, Development & Prosperity
- Borough Health, Safety & Localism
- Housing
- Street Scene & Environment

## **1.8 SERVICE RECOVERY PLANS**

1.8.1 Each Service has identified its key functions as detailed in individual Business Continuity Service Recovery Plans. Actions within these have been prioritised as follows:-

Priority 1 - essential core business and supporting functions needing to be restored within 48 hours

Priority 2 - important core business and supporting functions needing to be restored within one week

Priority 3 - loss which would have no immediate impact on the service delivery but which needs to be restored in the longer term

Each Service Plan will contain all the detailed priorities for each service. They should be read alongside this over-arching plan.

1.8.2 The Business Continuity Service Recovery Plans also include: -

- Chief Executive & Head of Service contact details
- Section 151 Officer and Monitoring Officer details
- Key staff and contact details
- All staff in each Service
- Number of skeleton staff required
- Staff with mobile phones
- Staff with laptops and full system access
- Contact details of key suppliers/contractors/external partners
- What service that could be provided via home working
- Minimum service requirements

1.8.3 All Heads of Service must retain a copy of the Business Continuity Service Recovery Plans relevant to their area(s). An electronic version will be sent to CLB annually for information/ whenever reviewed. The Business Continuity/Emergency Planning Coordinator also holds a complete set in electronic format and in the authorities' ['P' Drive/Business Continuity folder](#).

## **1.9 EMERGENCY ACCOMMODATION**

Short term: Depending upon the location and extent of the disaster, meeting rooms will be made available for use, at the following locations:-

- Town Hall, or
- Council Depot
- Brentwood Centre

Rooms at these locations will be used as 'Crisis Management Centres' / 'Emergency Communication Centres' and from here the response to the recovery will be initiated. Communication links will also be established from here which will provide for the dissemination of information. Links will also be made with responding agencies, staff and the incident site.

Staff will be advised as to where the initial gathering points will be for displaced staff and where information on the situation would be disseminated will be sited. This will be dependent upon weather conditions and availability of accommodation.

Medium term: Zurich Municipal Major Incident Team would be advised, by the Business Continuity/Emergency Planning Coordinator, of the incident. They will attend the site and work closely with the Crisis Management Team, any specialist experts and suppliers in order to locate temporary premises if needed or alternatively provide temporary on-site accommodation. Home working and hot-desking will be actively encouraged across all services. Where room facilities are specifically provided such as at the Brentwood Centre then these will be used in preference. Where further rooms are needed then space at the Depot may be used where this is available.

Long term: Zurich Municipal may consider that where a property is destroyed/part destroyed then rebuilding may not be the preferred option so a settlement may be agreed based on the notional cost of rebuilding.

Any decisions for long term accommodation requirement will be decided by CLB and the Council.

### **1.10 COMMUNICATIONS**

Until such a time as the network can be reinstated either fully or partially, mobile telephones will be used together with emergency radios where appropriate.

In order to facilitate communication links between all agencies, an Emergency Communications Centre will be set up in the most appropriate location and populated with volunteers. These would be members of staff without any key designated roles who are able to put themselves forward to assist. The Emergency Communications Centre should be located in reach of good mobile signal.

The use of the Council's website and local media channels will be used to advise customers of the on-going situation and any changes to our normal service delivery.

Notice boards will also be used to inform staff and customers and placed prominently where they can readily be seen.

### **1.11 EMERGENCY STAFFING ARRANGEMENTS**

1.11.1 In the initial stages of any disaster affecting the Council there will be some staff whose role will be immediate and crucial to the corporate response. It is for managers to decide who such individual persons' are relative to their existing work role. Therefore, an initial meeting of these key personnel should be convened as soon as practicable.

1.11.2 Once the initial briefing meetings have taken place and the scale of the disaster and its effects upon the Council's function have been identified, the Crisis Management Team will call in the appropriate key personnel and instigate recovery plans.

1.11.3 During these initial stages, any Council staff that is not involved with the initial emergency response will be advised to remain at home and arrangements made for them to be kept informed of events through their Heads of Service and the Council website.

### **1.12 SALVAGE**

1.12.1 In the immediate aftermath of a serious incident there will be a requirement to initiate salvage operations and the repair of items contained in the damaged area. An inventory of usable equipment, furnishings, documents and supplies, will need to be compiled. Salvage information is included at Part 3.

### **1.13 FLOOR PLANS**



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1.13.1 Detailed floor plans for the Town Hall and Depot are available from the Head of Strategy and Corporate Services presiding over Asset Management (copies are also held electronically by the Business Continuity/Emergency Planning Coordinator in the [‘P’ Drive/Business Continuity folder](#)).

#### **1.14 REBUILDING PROJECT**

1.14.1 The repair/rebuilding of the premises will be regarded as a separate project and the normal consultation and planning procedures will apply. It will be part of the Crisis Management Team’s (Strategic) role to consider all reports on the condition of buildings and provide appropriate information and recommendations to the Council.

#### **1.15 SCALING DOWN THE SERVICE TEAMS**

1.15.1 Once the long-term recovery plans and procedures have been agreed and the administration process start to return to normal the full involvement of the Crisis Management Team will reduce.

1.15.2 All members of the Team will return to their main duties although meetings of the teams will still need to be held on a regular basis to monitor the progress of events.

#### **1.16 ANALYSIS MEETING OF THE SERVICE TEAMS**

1.16.1 Once the disaster has been dealt with and the operational and communications logs analysed, the whole disaster recovery process will need to be reviewed and where appropriate plans and procedures improved and amended in the light of experience.

#### **1.17 FINAL REPORT TO THE CORPORATE LEADERSHIP BOARD AND COUNCIL**

1.17.1 The final report will indicate any shortcomings that have been identified within this Business Continuity Service Plan and will recommend any actions that should be taken. This will be completed within two weeks of the incident.

## **PART 2**

This part deals with how this over-arching plan becomes activated and the parts played by key personnel.

### **2.0 ACTIVATING THE PLAN**

2.1 Once it has been established by those responding to the incident that the extent of the damage to council premises and/or loss of service will prohibit or restrict any essential services provided by the council, this over-arching Business Continuity Recovery Plan will be activated by the Chief Executive or nominated deputy.

### **2.1 STRUCTURE**

#### **2.1.1 CRISIS MANAGEMENT TEAM (Strategic) (CMT)**

2.1.1.1 The Crisis Management Team will be formed without delay to manage the crisis (*as soon as one is apparent*) and will normally comprise of persons forming 'Gold Command' and the Senior Management Team at the Council. However, it may also include other officers as necessary.

#### **2.1.2 CRISIS MANAGEMENT TEAM (CMT) RESPONSIBILITIES**

2.1.2.1 These are as follows: -

- a. Evaluating the extent of the damage and the potential consequences.
- b. Implementing measures to prevent injury or loss of life, property and resources and making the site secure and safe.
- c. Authorising recovery procedures in order to provide an operational service to staff and clients.
- d. Disseminating information to the public through the news media.
- e. Ordering and acquiring replacement equipment where so authorised.
- f. Keeping control of expenditure arising out of recovery operations.
- g. Organising the return to normality once the emergency period has passed

#### **2.1.3 CRISIS RECOVERY TEAM (Operational) (CRT)**

2.1.3.1 Once any crisis has passed it may be necessary to initiate a longer term managed recovery phase. This does not need to comprise members of Gold Command but may include the following officers as necessary: -

**Chair of Recovery Team:** Appointed by the Chair of Crisis Management Team

**Head of Customer Services:** organises the implementation of replacement hard/software, network and communication links, and implementation of the ICT Business Continuity Service Recovery Plan.

**Head of Strategy and Corporate Services:** organises salvage, site security, cleaning and the acquisition of alternative accommodation. Authorises any

expenditure needed for the prevention of further loss of life or injury, loss or damage to property and assets and for making sites secure and safe. Liaises with the Council's Insurers (Zurich Municipal), ZM Major Incident Team (*if applicable*) and loss adjusters

**Head of Support Services:** organises the replacement of damaged equipment and supplies. Monitors and implements where necessary, staff welfare processes. Implementation of the Home Working Policy where necessary. Organises press statements, interviews, responds to media enquiries and agree suitable public information points.

**Environmental Health Manager:** establishes operations area for Crisis Management Team, Emergency Communications Centre.

**Monitoring Officer:** Ensures Legal compliance by the Council.

## **2.2 STAFF CALL-OUT PROCEDURES**

2.2.1 Normal emergency call-out procedures will be activated. The regularly updated '*Confidential Call Down List*' (issued by the Business Continuity/Emergency Planning Coordinator) gives contact details for specific officers. Key personnel will be contacted as required. The Confidential Call Down List is circulated to all managers every quarter by the Business Continuity/Emergency Planning Coordinator.

2.2.2 A decision will be made as to where the Crisis Management Centre is to be located. This will provide a communications and administrative link between all those either involved with the response, employees or members of the public requesting information on any aspect of the incident and recovery process.

## **2.3 INITIAL RESPONSE**

2.3.1 A permanent log needs to be maintained for all actions/decisions taken by the Crisis Management Team and the Crisis Recovery Team. This will take the form of a diary – there is no specified recording format.

2.3.2 The Crisis Management Team, led by the Chief Executive or nominated deputy, will make an initial assessment of the level of response required based upon the information available. If appropriate this will include relocation of the response to alternative premises if the incident denies them the use of the Town Hall or Depot. The Brentwood Centre may be used for this purpose.

2.3.3 Once activated, the team will liaise with the Emergency Services and any other key personnel within the Council that are be appropriate to provide a co-ordinated response.

2.3.4 Their first priority will be to establish the exact situation and implement appropriate procedures for dealing with the initial issues relating to:-

1. Staff/Members and their continuing functions
2. The Public
3. Buildings
4. Media

2.3.5 Administrative Staff will be provided, in the initial stages of the incident where they have been already trained as District Emergency Response Staff Volunteers.

## **2.4 INITIAL BRIEFING**

2.4.1 A briefing of all those involved at management and advisory levels will be convened by the Chief Executive or nominated deputy as soon as reasonably practicable.

2.4.2 A schedule of meetings will be organised and the specific roles and responsibilities relating to Council officers will be agreed.

2.4.3 Once the initial briefing has taken place, depending upon the area(s) affected, Heads of Service will attend the Crisis Management Team to provide details of their priority requirements for providing continuity of service.

## **2.5 INITIAL ACTIONS**

2.5.1 If the incident affects the Town Hall (or any other Council building) to such an extent to prohibit the use of any part of the building, then non essential staff normally occupying those offices will be instructed to go home and keep in daily contact with their line manager who will inform them where and when they should return to work.

2.5.2 Where practicable Line Managers, as part of their Stage One Recovery Plans will have made arrangements for certain staff to work from home and these arrangements will be implemented as soon as possible.

## **2.6 TIME-SCALES**

2.6.1 Throughout the response until the restoration of normality there will be a series of critical phases, which will measure the progress of the recovery. It is therefore important to ensure that the actions of the Crisis Management Team work to an agreed time-scale.

### **THE FIRST 24 HOURS**

The response during the first 24 hours will concentrate upon: -

1. Assessment of the current situation
2. The resources required to provide temporary arrangements for delivery of essential services.
3. Report initial actions to the Crisis Management Team and obtain an agreement on strategy for the next 24 hours.
4. In order to provide some structure to these meetings the following time-line has been agreed:-

## Brentwood Borough Council Business Continuity Plan

<i>Time Line</i>	<b>+ 1 Hour</b>	<b>+2 Hours</b>	<b>+ 2 ½ Hours</b>	<b>+ 3 Hours</b>	<b>+ 6 Hours</b>	<b>+ 10 Hours</b>	<b>+ 24 Hours</b>
<b>Incident</b>							
<i>Chief Executive Informed</i>	CMT assemble at agreed location	Initial Briefing Assessment	Key Staff contacted - Operational	1 <sup>st</sup> briefing	Inspection of premises by Building Control Staff	2 <sup>nd</sup> Briefing	3 <sup>rd</sup> Briefing
<b>Normal Call Down activated</b>							
		Corporate Strategy agreed – Including finance & media		<b>Initial actions</b> Resources available Services involved Statutory Services affected Staff Issues Public Information Building security Member involvement H&S including PPE		<b>Actions taken</b> Arrangements for delivery of essential services Inspection reports Problem areas	<b>Actions taken</b> Restoration time-scale Salvage Ongoing issues Rules & Regulations

The Crisis Management Team will also be responsible for ensuring that the Crisis Recovery Team have procedures in place to ensure that the following actions are carried out on a regular basis: -

- § Inform and update staff not directly involved in recovery, and Council Members.
- § Arrange for Customer Services to deal with and disseminate multiple requests for information from responding organisations, staff and members of the public
- § Establish and maintain liaison with insurers/adjusters
- § Establish and maintain temporary accounting arrangements (if required)
- § Confirm and implement legal requirements re Health Safety and Welfare of Staff
- § Implement Emergency Expenditure codes.

### **TWO TO FIVE DAYS**

Daily meetings of the Crisis Management Team and Crisis Recovery Team and co-opted members from key areas should be held as required to: -

- a) Review actions taken in the first 24 hours.
- b) Receive reports from officers on outstanding issues
- c) Propose strategy for the next 24 hours to include issues relating to: -
  - Finance
  - Insurance

- ICT
- Damaged building(s)
- Temporary Accommodation
- Staffing requirements
- Communication arrangements (staff, public, media)
- Staff Welfare Issues

### **THE NEXT TWO WEEKS**

Once the appropriate procedures are in place and operating further issues will need to be discussed and agreed which will include: -

#### Reoccupation of slightly damaged property

- Prioritise users,
- Optimise use (24 hour / 7 day working)

#### Temporary accommodation

- Establish location,
- Services available, and
- Services required

#### Temporary staffing arrangements

- Possible secondments
- Possible hiring of Specialist staff

#### Staff Welfare Issues

- Funerals
- Care of bereaved families
- Memorial Fund
- Visiting injured
- Return to work of some of those involved in the incident
- Monitoring staff wellbeing
- Sickness monitoring
- Maintaining and enhancing communication methods

#### Consolidate working arrangements

- Home working – where practicable
- Shift working – where practicable
- Desk sharing

#### Security of premises

- Use of district staff to secure operational buildings
- Use of contracted staff to patrol damaged buildings once emergency services have departed, if appropriate

#### Cleaning contracts for offices in use

- Establishing requirements for cleaning premises

Mail

- Delivery
- Collection
- Sorting and postage

Salvage

- Assessment of recoverable items
- Recovery process and time-scales
- Use of specialist Contractors
- Plant/Machinery
- Equipment
- Records/Documents

Finance

- Insurance/ Loss Adjusters
- Claims
- Income
- Payments

Legal issues

- Establishing cause
- Preparing for inquest (if appropriate)
- Preparing for public enquiry (if appropriate)
- Recovery of uninsured costs (if appropriate)

Rebuilding

- Plans
- Site Clearance
- Time-scales

Information and communications systems

- Power issues
- Provision of adequate power supply
- Number of priority extensions required
- Provide building layout drawings and patching records
- Establish appropriate communications systems with
- Staff
- Media
- General Public

**ONE MONTH ON**

By this time professional advice and services will have been obtained where necessary and a clear picture will have formed of such things as:-

- Staffing levels
- Interim Working practices
- Percentage of salvageable resources
- Demolition of damaged structures

- Estimated rebuilding time-scale
- The use of any temporary accommodation
- Purchase/lease of essential equipment
- Supply of furniture, books, machinery etc

This stage is an ongoing process. The disaster has occurred, it has been brought under control and the pattern of working during the rebuilding time is being established. If temporary buildings have been erected on site or alternative premises have been located then occupation of these will begin. This will be regarded as a normal removal process.

The emphasis will change from responding to the incident and restoring a level of service to planning/development meetings for the rebuilding phase. In this phase the Council will need to assess long-term replacement needs and work closely with the Council's Insurers.

### **RETURN TO NORMALITY**

Eventually there will come a stage where the Council will return to normal working practices. It may be deemed appropriate, particularly if lives were lost, to have some type of permanent reminder of the event.

Every effort should be made to ensure that anything of this nature is undertaken in consultation with not only the families and work colleagues of those lost in the incident but also the general public.



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**PART 3**

**3.0 SALVAGE OPTIONS**

3.0.1 This part refers to situations where damage has occurred to records held in paper format or to computer equipment. Salvage may be an important option depending on the state of damage and whether it is safe to undergo such a process. Salvage might save precious time and enable work to get back to normal much quicker than would otherwise have occurred.

**3.1 SALVAGE – MAIN PROBLEMS/SAFETY**

3.1.1 Salvage may form an integral part of recovery. The Council will want to salvage items where practicably possible, however the effectiveness of this depends upon the type of losses involved. If individual contingency plans are well planned however through adequate back-up and practice then losses will be reduced.

3.1.2 For reasons of health and safety the recovery of buildings or contaminated items may be limited.

General – Apart from the obvious and visible damage, those involved in the salvage process need to be aware of:-

- a. Health & Safety problems such as chemical contamination, asbestos and live electricity supplies. An asbestos register is retained by Asset Management for each building.
- b. Deterioration of materials through high humidity or chemical attack:-
  - (1) Hydrochloric acid arising from the combustion of PVC can penetrate concrete in wet conditions and cause corrosion of the reinforcing steel.
  - (2) Hydrochloric acid will also quickly corrode any proposed metal surface such as steel pipes, tubes galvanised conduits, cable trays, trunking, aluminium partitions and window frames. Removal of the corrosion product and the chloride contamination is all that is required to restore them to full function and to ensure that no further deterioration will occur.
  - (3) After a fire, clean-up materials used in fighting a fire (water, halon, foam, dry powder)
- c. Dirt and contamination can spread from damaged parts of a building to clean parts.
- d. Theft can occur from the damaged building.
- e. On-going damage can occur from wind and rain.

### **3.2 ENTRY INTO DAMAGED BUILDINGS/ROOMS (GENERALLY)**

3.2.1 Entry in to restricted areas carried out safely. Only authorised personnel are permitted into rooms that have been damaged. A risk assessment may need to be conducted in order to prevent exposure to risk. This may include the need to wear PPE to prevent injury. Access must be controlled in the following ways: -

- a. Do not permit entry to any damaged building until it has been declared safe by both the Fire Service and Building Control officers.
- b. Allow only authorised personnel wearing appropriate protective clothing to enter.
- c. Cut off all power supplies to the damaged area(s).
- d. Check for hazards.
- e. Identify and protect any evidence of deliberate damage.
- f. Cut off water supply to leaking pipes.
- g. Make safe damages structures, erect safety barriers, hazard signs and identify walk routes.
- h. Protect undamaged equipment: cocoon in polythene

### **3.3 ENTRY INTO ROOMS CONTAINING COMPUTER EQUIPMENT**

3.3.1 Entry in to computer equipment rooms must be controlled in the following ways. Only authorised personnel are permitted into rooms that have been damaged. A risk assessment may need to be conducted in order to prevent exposure to risk. This may include the need to wear PPE to prevent injury. The type of PPE chosen will be dictated by any health and safety risk assessment conducted.

- a. Ensure that all power is turned off.
- b. Protect any undamaged equipment (cocoon or remove carefully).
- c. Remove surface dust, debris/soot with a brush or vacuum cleaner.
- d. Remove water and start the drying process
- e. Consult Salvage Engineer (Zurich Municipal) on the next steps.

### **3.4 RESUMPTION OF OPERATIONS**

3.4.1 It is within the interests of the Council and its stakeholders that services return to normal as quickly and safely as possible. The following steps should be taken in the resumption of operations: -

- a. Ensure safe, controlled access to all affected areas
- b. Protect any affected areas from the elements
- c. Recover critical materials and dispose of any waste
- d. Nominate temporary accommodation for storage of undamaged / damaged equipment and records.
- e. Arrange for temporary power supplies
- f. If air-conditioning or heating is available, raise the temperature where drying out is necessary
- g. Provide ventilation to aid drying.
- h. Maintain an inventory of equipment damaged / lost and replaced / repaired.
- i. Arrange for demolition and site clearance where necessary.

### **3.5 RECOVERING DAMAGED PAPER DOCUMENTS**

3.5.1 Documents are easily damaged by fire and water, but recovery of the information is often possible and sometimes recovery of the documents themselves. Although considerable self help will be required, Brentwood Borough Council, in conjunction with our insurers, will appoint a restoration contractor.

#### **3.5.1.1 Types of Documents**

Documents can be broken down into four categories:-

- i. Record or information retrieval ('loose' documents)

Record retrieval can be summarised as the relatively simple act of recovering the information which is recorded, without the need of the original document. In this instance a photocopy or an electronic record will suffice.

- ii. Original document retrieval ('loose' documents)

Original document retrieval involves retention of the original document as the valid record. This may be because of a legal or similar statutory requirement.

- iii. Book retrieval ('tight' documents)

Book retrieval is where the 'victims' are bound volumes which are unlikely to have been deeply penetrated by the smoke fumes and/or water.

- iv. Art paper retrieval ('tight' documents)

Art paper or coated paper which has been finished to a high gloss or treated in some other special manner presents a particular problem. Once this type of paper gets damp and begins to dry, the leaves fuse together and become permanently bonded.

Whatever the category, the aim behind all document recovery is to reinstate documents that can be read, handled and stored.

### **3.6 MAIN PROBLEMS WITH RETREIVING PAPER DOCUMENTS**

3.6.1 Mould will begin to appear within 48 hours in moist conditions and if the temperature is above 60° C removal of the marks left by mould is almost impossible.

3.6.2 Wet paper is very heavy and is very easily damaged by handling. It is an unpleasant job as documents to be recovered are dirty, wet and smelly. Possible health problems for people doing the job, from polluted water and dangerous dust. Logistic problems of separating each page to dry, then re-assembling the documents correctly.

3.6.3 Successful recovery of documents is dependent upon prompt initial actions:-

- a. Prevent uncontrolled drying or crumbling by keeping the documents closed and gently wrapping them in cling film. Store the sealed documents temporarily in archival sized boxes to aid handling and identification.
- b. Freeze the documents – this prevents mould growth and protects against damage while handling. A commercial frozen food trailer provides a useful first-aid cool chamber.
- c. Get professional advice and help by consulting with the Council's insurers.

### **3.7 DAMAGED COMPUTER AND COMMUNICATIONS EQUIPMENT**

3.7.1 Computers and communications equipment are vital to the organisation. Services cannot be effectively delivered without these facilities. Facilities must be in place as back-up arrangements and these are reflected in individual Service Plans. Where damage has occurred to these facilities then the following rules apply: -

- a. It is vital that in the event of damage to computer and communications systems, caused by fire, smoke, water, chemicals etc, qualified engineers take remedial action as soon as possible.

The speed with which corrosion damage occurs to electricals will depend on the conditions. In extreme conditions of heavy contamination in a hot, moist environment, it is vital that salvage begins no later than 24 hours after the incident has occurred. In warm, dry conditions, unpowered equipment will resist corrosion for a long time.

In either case, it should not be assumed that equipment is a total loss just because there has been a delay.

- b. The following general rules will help to minimise the damage caused: -
1. **Do not immediately switch on equipment** which may be damaged, wet or contaminated (even for a few seconds to see whether it works) as this will cause power supply problems such as to the on-board batteries.
  2. Do not move damaged or contaminated equipment unless absolutely necessary.
- c. In cases of fire: -
- i. The heat from the fire will cause direct damage but electronic equipment will stand temperatures up to 700° C if switched off. If there is still paint on metal parts and plastic parts have not melted, the equipment may still be recoverable. Any water used for freighting on upper floors will lead to dirt and acid contamination on lower floors.
  - ii. Soot (carbon particles) will absorb water, creating a moist environment which helps corrosion. It will settle on circuits and components inside equipment and cause short-circuits of electronic power is supplied.
  - iii. PVC is a plastic which is used extensively in modern buildings, cable installation, furniture, document binders etc. When PVC is burned, it produces a large volume of hydrogen chloride gas which, when combined with airborne water vapour, form hydrochloric acid (a kilogram of PVC will produce 1.4 litres of concentrated acid). The acid condenses on cool surfaces throughout the building where the fire was, including circuit boards inside equipment in areas which seem to be little affected by smoke.
  - iv. Unpowered circuits are reasonably resistant to attack but any electrical activity will cause shorting and electroplating. Exposed metal surfaces (steel, stainless steel, galvanised steel, aluminium, brass, copper) will corrode rapidly. Water and humid air greatly increases the rate of corrosion.
- d. Remedial Action after fire
- i. Ventilate the whole building as soon as possible in order to disperse smoke and other contaminants.
  - ii. Remove or isolate the power including battery back-up supplies.
  - iii. Lower relative humidity to minimise corrosion. Fan heaters with dehumidifiers are a good combination. Do not use oil stores or propane gas heaters as these generate water vapour.

- iv. Cover items that cannot be removed with plastic sheeting and place dehumidifiers under the sheeting.

### **3.8 WATER DAMAGE TO COMPUTERS**

3.8.1 Dirty water, sludge and possibly chemical contaminants may breach the casings of computers and communication equipment. This will cause damaging short circuits if the equipment is powered up and the dampness will speed up corrosion.

3.8.2 Water may have soaked into the fabric of the building thus maintaining a high level of humidity long after the water has been removed.

3.8.2 Remedial Action after Water Damage - the main requirement is to minimise corrosion until equipment can be washed by removing the water and then lowering the relative humidity of air. The following should be followed: -

- i. Remove or isolate all power including battery back-up supplies to prevent shorting.
- ii. Tilt equipment so that water runs off the circuit boards and out of the equipment.
- iii. Carefully remove portable equipment to a clean, dry area.
- iv. Cover any items that cannot be moved with plastic sheeting to protect from falling water.
- v. Ventilate the effected area.
- vi. Remove wet objects that will retain water, such as carpets, curtains and paper.
- vii. Use dehumidifiers to remove moisture from affected areas.

## **PART 4**

This part of the over-arching plan gives details on what Service Plans there are, the work areas these encompass and where these should be located. It also describes what battle boxes should contain.

### **4.0 SERVICE PLANS AND THE AREAS COVERED**

4.0.1 This Business Continuity Document represents the Borough's over-arching plan which sits above the individual Service Plans. Each individual Service Plan may incorporate several Service Divisions beneath as follows:-

#### **Strategy & Corporate Services**

- *Asset Management*
- *Accountancy*
- *Business Transformation*

#### **Customer Services**

- *Call Centre*
- *Communications*
- *Council Tax and Housing Benefits*
- *ICT*
- *Revenues and Benefits*

#### **Support Services**

- *Corporate Support*
- *Electoral Registration*
- *Legal*
- *Printing Services*

#### **Planning, Development & Prosperity**

- *Planning*
- *Land Charges*
- *Building Control*

#### **Borough Health, Safety & Localism**

- *Environmental Health*
- *Licensing*
- *Community Services including Events*
- *CCTV*
- *Corporate Health and Safety*
- *Business Continuity and Emergency Planning*
- *Health and Wellbeing*
- *Community Safety*

#### **Housing Services**

#### **Street Scene & Environment**

- *Depot*
- *Parking*

4.0.2 A copy of each of these Service Plans will be held within battleboxes kept in their respective services and a duplicate of each will be held at the council depot. All plans will be date versioned. All electronic copies will be held in the '[P Drive/Business Continuity folder](#)'. All Heads of Service must ensure that their managers have access to this drive.

#### **4.1 MANAGEMENT OF SERVICE PLANS**

4.1.1 Heads of Service and their managers are responsible for ensuring that their Plans for all the areas they manage remain up to date and are reflective of current arrangements. Plans should also be reviewed periodically and modified when any significant staffing or organisational changes occur. Managers are also expected to meet and discuss their plans as a group as it is essential that the plans inform each other as well as the over-arching plan. Modification of this over-arching plan is the responsibility of the Strategic Health and Safety Manager.

#### **4.2 MANAGERS' MEETINGS CONCERNING THE SERVICE PLANS AND BATTLE BOXES**

4.2.1 Heads of Service or their Managers are expected to attend six-monthly meetings concerning their plans and battle box contents. These meetings will be convened by the Strategic Health and Safety Manager and will be minuted.

#### **4.3 BATTLE BOXES LOCATION AND REMOVAL**

4.3.1 All Services will have battle boxes holding all key information required to keep services running so far as is practicable. It is the responsibility of all Heads of Service and their managers to ensure that the contents of all battle boxes remain up to date at all times, including the reserve battle boxes located at the depot. When managers meet they must bring both their primary and reserve battle boxes to the meetings as the contents must match. A list of typical battle box contents has been produced by the Business Continuity/Emergency Planning Coordinator and sent to all Heads of Service and Managers concerned. It is shown below.

4.3.2 All battle boxes must be kept in designated locations within the Town Hall and Depot. Each battle box at the Town Hall will have a designated custodian who will be responsible for storing the Battlebox and taking it with them in any event where they are required to evacuate the building such as during a fire alarm situation. It is for Heads of Service to choose a suitable person as a custodian within their workplace. This could be an existing Fire Marshal whose job it already is to evacuate a section of the workplace. As for the battleboxes held at the depot, should this building require evacuation then all battleboxes must be removed from the building collectively in one go.

#### **4.4 EXAMPLE CONTENTS OF A BATTLE BOX**

4.4.1 Battleboxes should contain the following: -

- Up-to-date copy of the relevant Service Business Continuity Recovery Plan
- Up-to-date copy of the Over-Arching Business Continuity Recovery Plan



- Up to date staff contact information
- Suppliers and contractors contact details
- Copies of any dormant contracts with external resources such as contractors
- Computer-stick back-up of critical documents/ activities
- Paper copies of all Notices
- Paper copies of all procedures
- Other essential papers; i.e. bank details, insurance details
- Stationery; e.g. message pads, flip chart, coloured pens, pencils, chalk
- Service specific items; i.e. logo stamps, templates and forms
- To do lists; immediately following an incident & past the immediate first hour after an incident
- Any vital records
- A description of the premises, this should contain information on:-
  - Location of the emergency exits.
  - A primary meeting point in case of evacuation
  - A fall-back option if there is a need to evacuate in a different direction
  - Details of what the premises contain.
  - Information that is important and specific to premises i.e. storage facilities

#### **4.5 AUDITING OF BATTLE BOXES**

4.5.1 From time to time the contents of battle boxes will be audited and against the contents list placed within each. For this reason managers must ensure that the contents of each are continuously kept up to date. The results of each audit will be presented to CLB.