
BUSINESS CONTINUITY MANAGEMENT

To: **Governance and Audit Committee – 8 December 2009**

Main Portfolio Area: **Finance and Corporate Services**

By: **Corporate Governance and Risk Officer**

Classification: **Unrestricted**

Summary: **As part of the Civil Contingencies Act, the Council is required to have in place business continuity management arrangements. This report is to update Members on our current position.**

For Decision

1.0 Introduction and Background

1.1 All Local Authorities are designated as Category 1 responders within the Civil Contingencies Act, along with blue light agencies and health services. The Act requires that Category 1 responders maintain plans to ensure that they can continue to perform their functions in the event of an emergency so far as is reasonably practicable.

1.2 Business continuity should not be confused with emergency planning. Emergency planning deals with our responsibilities in the event of a civil emergency, for example a flood. Business continuity is a management process that helps ensure the smooth running of an organisation or delivery of service in the event of a disruption, such as the loss of a council office.

1.3 Effective business continuity management is built upon the 'seven Ps':-

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

1.4 The methodology that has been used through this process is based on the British Standard 25999 – Business Continuity Management - Part 1: Code of Practice. The stages are:-

- BCM programme management
- Understanding the organisation
- Determining BCM strategy
- Developing and implementing a BCM response
- Exercising, maintaining and reviewing BCM arrangements
- Embedding BCM in the organisation's culture

2.0 The Current Situation

2.1 A decision was taken in June 2009 to review the Council's approach to business continuity management with the assistance of Zurich, as the previous process was too unwieldy and was not fit for purpose. The work undertaken with Zurich has simplified the process and ensures that the Council is better able to respond to an incident should the need arise.

- 2.2 This work is still ongoing, but it was felt that Members of this Group should be made aware of the progress so far. Detailed below are each of the reports with a description, also detailed is what has been completed and what is still to be undertaken.

Chapter 1: Business Continuity Management Strategy and Policy which sets the framework for the business continuity management programme and makes our public statement of intent.	
Areas completed	To be completed
Strategy and policy written	Document formally approved, adopted and published
Implementation plan in place and being worked to	

Chapter 2: Business Impact Analysis and Recovery Strategies which provides the foundation for understanding the organisation and what exactly it is that the Council would want to protect after or during a disruption.	
Areas completed	To be completed
Mission critical activities identified	Recovery strategies for each threat
Business continuity threats identified	Document formally approved and adopted

Chapter 3: Incident Management Plan which documents the Council's incident response structure that will enable an effective response and recovery from a disruption.	
Areas completed	To be completed
Incident management structure	Confirm command centre location
Strategic Direction Team (SDT) and Tactical Management Team (TMT) roles and responsibilities	Contact details for SDT, TMT, Operational level team members, communications (internal and external) and Kent Authorities
Incident escalation and invocation process	Communications process map and pre-prepared statements
Invocation checklist for SDT	Staff helpline activation process map
TMT – Generic actions	IT activation process map
Incident assessment form	Document formally approved and adopted
Decision log format	
Key documents and files	
Procurement process map	

Chapter 4: Business Continuity Plan to be completed by the areas highlighted as 'mission critical' for the business continuity threats that could affect their service delivery. It is our intention to extend the completion of this document for all Council services in time, but priority has been given to those areas highlighted as mission critical.	
Areas completed	To be completed
Community Safety	Environmental Health
Housing Options	Housing Repairs
Corporate Business Systems	Private Sector Housing
Customer Services	Revenues and Benefits
Cemeteries and Crematorium	Street Cleansing
Parking	Waste Collection
Finance	Electoral Services
Building Control	Payroll
Port Operations	

- 2.3 A desk top exercise has been scheduled in for the 19 January 2010 to test the plans in place, and make any necessary amendments to the content of the above documents. The business continuity management process will be reviewed and exercised on a regular basis to ensure they remain fit for purpose and take into account any changes within the organisation. It is intended that all of the above documents will be finalised by the March meeting of this Committee and a further report will be provided.

3.0 Options

3.1 That Members note the content of this report.

4.0 Corporate Implications

4.1 Financial

4.1.1 There are no direct financial implications out of this report. The Business Continuity Management process will underpin the Council's approach to ensuring it is able to continue its services to the public, in the event of a disruption.

4.2 Legal

4.2.1 None arise out of this report.

4.3 Corporate

4.3.1 The Business Continuity Management process will assist the Council in providing the necessary documentation to manage the risk of a disruption to its service delivery, and ensure we meet our responsibilities as a Category 1 responder within the Civil Contingencies Act.

4.4 Equity and Equalities

4.4.1 None

5.0 Recommendation(s)

5.1 That Members note the content of this report.

6.0 Decision Making Process

In the opinion of the author of this report

6.1 This recommendation does not involve the making of a key decision and may be taken by the Governance and Audit Committee.

Contact Officer:	Nikki Morris, Corporate Governance and Risk Officer, DDI 01843 577625
Reporting to:	Sarah Carroll, Corporate Resources Manager, DDI 01843 577188