Business Continuity

# Business Continuity Management Policy

:

Date of Issue:     28 January 2009

Version no: 1.1

Review Date:  January 2010

Document Owner: Patricia Hughes

Document Authoriser: Tony Curtis

**Version Control**

| Author | | | Version Number | | Date of creation | | Date of Update | Comments | |
|---|---|---|---|---|---|---|---|---|---|
| P. Hughes | T. Curtis | | 1.0 | | 21.01.09 | | | Draft to SMT | |
| P. Hughes | T. Curtis | | 1.1 | | 28.01.09 | | | SMT Agreed Version | |
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# BUSINESS CONTINUITY MANAGEMENT POLICY

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## 1.0 CHIEF EXECUTIVES STATEMENT OF INTENT

Business Continuity Management (BCM) helps manage the risks to the smooth running of an organisation or delivery of a service both in the private and public sector, by ensuring that the business and the services it delivers can continue in the event of a disruption. The source of the disruption may be internal such as loss of key staff or a technological systems failure, or it might be an external influence such as a weather-related or utility-related incident or even the business failure of one of our key suppliers. BCM provides a framework for improving our resilience to interruption so that key business systems and processes can be recovered while at the same time ensuring we can provide business critical functions and vital services.

The Civil Contingencies Act 2004 requires Basingstoke and Deane Borough Council to ensure that it has prepared so far as is reasonably practicable, to continue to provide critical activities and an emergency response during any emergency or disruptive event.

In addition to the Civil Contingencies Act, the British Standard BS 25999-1:2006 and BS 25999-2:2007 are a code of practice and specification respectively that take the form of guidance and recommendations. They establish the process, principles and terminology of Business Continuity Management (BCM), providing a basis for understanding, developing and implementing business continuity within an organization and to provide confidence in business-to-business and business-to-customer dealings. Basingstoke and Deane Borough Council will use this standard as a basis for developing its business continuity arrangements.

Therefore each of our services will need to:

- Identify their vulnerabilities and where they are exposed
- Reduce their exposure
- Be prepared by having alternative arrangements in place

This Business Continuity Management Policy provides the framework for Business Continuity Plans to be developed, implemented, tested and reviewed and was approved by Basingstoke and Deane Borough Council Senior Management Team on 28 January 2009.

Whilst we believe all our work is essential to our corporate objectives, if a disruption does affect Basingstoke and Deane Borough Council then we will need to be able to prioritise the order in which we recover our services and use our resources in order to continue to deliver those critical activities.

Tony Curtis
Chief Executive

## 1.0  INTRODUCTION

**1.1** The Civil Contingencies Act 2004 requires Basingstoke and Deane Borough Council to ensure that it has prepared so far as is reasonably practicable, to continue to provide critical activities and an emergency response during any emergency or disruptive event.

**1.2** Basingstoke and Deane Borough Council's Business Continuity Policy shall be implemented in all service areas and locations where Basingstoke and Deane Borough Council (BDBC) has an office or employees.

**1.3** The aim of the policy is to describe how Basingstoke and Deane Borough Council intends to mitigate the effect of any incident that causes a severe disruption to the working environment of a service, service or functional area.

**1.4** Assumptions used to support Basingstoke and Deane Borough Council's planning process include the following elements.

- Emergencies or threatened emergencies can adversely impact the services ability to continue to support critical activities and provide support to the operations of clients and external agencies.
- When a business continuity event is declared, the service will implement a predetermined plan using trained and equipped personnel.
- Service and non-service personnel and resources located outside the area affected by the emergency or threat will be available as necessary to continue critical activities.
- Normally available staff members may be rendered unavailable by a disaster or its aftermath, or may be otherwise unable to participate in the recovery.
- Procedures are sufficiently detailed so someone other than the person primarily responsible for the work can follow them.
- A disaster may require service users, clients and local agencies to function with limited automated support and some degradation of service, until full recovery is made.

## 2.0  SCOPE AND INVOCATION

**2.1** Basingstoke and Deane Borough Council (BDBC) undertakes activities and services that must be performed, or rapidly and efficiently resumed, in an emergency. While the impact of an emergency cannot be predicted, planning for operations under such conditions can mitigate the impact of the emergency on our people, our office locations and our objectives. To that end, Basingstoke and Deane Borough Council is undertaking a continuous programme of work to prepare a Business Continuity Plan (BCP).

Business Continuity Planning is a good business practice and forms part of the fundamental objectives of this organisation as part of its corporate governance regime.  The changing threat environment and recent emergencies have created awareness of the need for BCP capabilities that enable services to continue their critical activities across a broad spectrum of emergencies.

**2.2** Basingstoke and Deane Borough Councils Business Continuity Plans aim to:

- Prioritise peoples safety
- Maintain essential services
- Protect buildings and their contents

**2.3** The following three generic types of scenarios are suggested as likely to trigger BCP activation:

- **Scenario 1: Office Accommodation Affected**. Under this type of scenario, the offices are closed indefinitely for normal business activities, but the cause of the disruption has not affected surrounding locations, utilities, or the transportation network. The most likely causes of such disruption are fire; system/mechanical failure; loss of utilities such as electricity, telephone or water; or explosion (regardless of cause) that produces no significant damage to any other locations or systems used by the service. This type of event could significantly impact Basingstoke and Deane Borough Council's communications and information technology capabilities. Service assets located at or adjacent to the location may be damaged or destroyed. Senior management, technical and supporting personnel working at the location may be lost, injured, or not accounted for.

- **Scenario 2: Office Accommodation and Surrounding Area Affected**. Under this scenario, the normal place of work as well as supporting locations are closed short term for normal business activities as a result of widespread utility failure; massive explosion (whether or not originating at the normal place of work); civil disturbance; or credible threats of actions that would preclude access or use of the normal place of work and surrounding areas. Under this scenario there could be uncertainty regarding whether additional events (such as secondary explosions, or utility failures) could occur. During this type of event, the [Service]'s normal place of work and the immediate areas surrounding them are inaccessible.

- **Scenario 3: Supporting Resources Affected**. Under this scenario, the offices are left unharmed, but supporting resources are inoperable. These may include loss of staff, loss of IT, storage locations, maintenance locations, critical suppliers or other systems. This type of event could be the result of an illness, natural disaster, workplace violence, cyber attack or other event.

## 3.0  POLICY STATEMENT

Each Business Unit will develop, implement and maintain Business Continuity Plans to ensure that the following are achieved:

**3.1** Development of procedures and information, maintained in readiness for use in an incident to enable Basingstoke and Deane Borough Council to continue to deliver its critical activities at an acceptable pre defined level. A critical activity is defined as the actions needed to deliver key products and services in order to meet the most important and time sensitive objectives[1]. Service areas will prioritise and group their critical activities against the following criteria;

- ➤ **Priority 1** - Disruption to these activities might have an impact on our ability to deliver an emergency response on behalf of the Borough council or may result in serious damage to human welfare
- ➤ **Priority 2** - Disruption to these activities might have an impact resulting in impact or breakdown of local community services, damage to the environment, loss of income to the council or loss of reputation for the council
- ➤ **Priority 3** - Activities that do not fall into either of the first two categories

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[1] Ref: BS25999 -1:2006

**3.2** Consideration of Recovery Time Objectives for critical activities assessed according to the criteria described in the risk impact matrix below. The maximum combined score is 15 and the impact tolerance threshold for BDBC has been agreed as a combined score of (9).

**3.3** Development, maintenance and testing of suitable business recovery plans for all subsidiary business units and locations

**3.4** Regular review of the continuity requirements and plans to ensure that they reflect the needs of the business

**3.5** Each service should assure itself that its key suppliers or partners which support a critical activity have effective BCM arrangements in place

**3.6** Basingstoke and Deane Borough Council must review its business continuity plan(s) at least annually or at more regular intervals dependent on the level of risk or if there has been significant change in the infrastructure of a service. Testing must take place either annually or biennially depending on the type of plan.

**3.7** The Chief Executive is, overall, responsible for ensuring that the management of business continuity is incorporated in Basingstoke and Deane Borough Councils processes and structure. Senior Management Team are responsible for ensuring that all services comply with this policy.

| Impact | Score | Impact Type | | |
|---|---|---|---|---|
| | | **Financial** | **Reputation** | **Service** |
| N/A | 0 | £0 | No loss of reputation | No loss of service |
| Trivial | 1 | <£50k | Minimal **neutral** media coverage | Little (or no) impact on service delivery |
| Minor | 2 | £50k - £250k | Adverse local media coverage, having **limited** impact on public opinion | Minimal service disruption having **limited adverse** impact on service delivery |
| Moderate | 3 | £250k - £1m | Adverse local media coverage, having **significant** impact on public opinion | Moderate service disruption having **adverse** impact on service delivery |
| Major | 4 | £1-5m | Adverse nationwide media coverage, having **major** impact on public opinion | Major service disruption having **serious** impact on service **users** |
| Catastrophic | 5 | >£5m | **Loss of credibility** as a competent service provider | Major service disruption having **serious** impact on the public |

## 4.0 IMPLEMENTATION FRAMEWORK

The delivery of business continuity management in the services will be based on a principle of central support for a local delivery. Because of the scale of the BCM project, each service will be responsible for producing its own plans, with in the first instance an external supplier providing support, guidance and advice as appropriate. Each service will have a nominated business continuity coordinator. They will identify those within their services who will undertake a business impact analysis and prepare the service recovery plan.

## 5.0 ROLES AND RESPONSIBILITIES

### 5.1 Senior Management Team (SMT) will:

➢ Act to ensure/monitor the overall strategic direction of Business Continuity Management across the council
➢ Ensure that the Business Continuity Management Policy and development plan is enforced and resourced appropriately for the benefit of all parts of the council
➢ In the event of a serious or widespread disruption to the activities of the council it may be necessary to invoke the Incident Management Team. In this case SMT will need to lead the response or delegate incident management coordination to named officers

### 5.2 BCM Project Management Board will:

➢ Undertake leadership and sponsorship of the Business Continuity Management framework under the direction of a Corporate Director.
➢ Act as a point of tactical leadership in support of Head of Community Protection
➢ Either make decisions regarding assessments and recommendations provided by the sponsor or refer upwards to SMT for decision

### 5.3 Head of Community Protection will:

➢ Work in partnership with service and corporate representatives on Business Continuity Management issues
➢ Support those services in exercising Business Continuity Plans at both corporate and service levels
➢ Manage, monitor and report on the progress of the Business Continuity Management Strategy and Delivery Plan as required
➢ In collaboration with other category 1 responders as defined by the Civil Contingencies Act, make arrangements to promote Business Continuity awareness, advice and assistance to the commercial and voluntary sector within the Borough
➢ Ensure that where appropriate, sections of Business Continuity Plans are published and accessible to the public
➢ Make arrangements to support borough services in undertaking risk and business impact analysis

### 5.4 Head of Service

Head of service is responsible for undertaking or delegating:

➢ Undertaking of a Business Impact Analysis for their area of responsibility
➢ Preparing a Service Recovery Plan for their area
➢ Ensuring that arrangements are made to test, maintain and review service recovery plans that are their responsibility
➢ Allocate business continuity objectives to managers in the service
➢ Nominate one manager/staff member who will have specific responsibility for business continuity in their service
➢ Allocate sufficient resources to the nominated BCM coordinators for development, training, rehearsals and maintenance of business continuity plans.
➢ Ensure that service business continuity arrangements are regularly reviewed
➢ Report on service continuity performance as required

## 5.5 Service BCM Coordinators:

Each service is responsible for producing its own business continuity plans at a service and service recovery level. The coordinator will therefore:

➢ Manage and co-ordinate the business continuity activities of the service to comply with the corporate business continuity policy.
➢ Ensure that written business continuity recovery plans are produced and kept current
➢ Ensure that the completed plans are periodically tested.
➢ To convene any sub groups and support teams that will be required to develop and deliver the objectives and priorities.

## 6.0 STRATEGY FOR RECOVERY

The BCP is a generic name for the suite of business continuity plans. It is applicable to all Basingstoke and Deane Borough Council services, business units, contractors and personnel. The BCP can be activated during duty and non-duty hours, both with and without warning.

The BCP covers all locations, systems and buildings operated or maintained by Basingstoke and Deane Borough Council. The BCP supports the performance of critical activities from alternate locations (due to the primary location becoming unusable, for long or short periods of time) and also provides for continuity of management and decision-making, in the event that senior management or technical personnel are unavailable.

The BCP will be distributed to senior managers within Basingstoke and Deane Borough Council.  Appropriate training will need to be provided to personnel with identified responsibilities. There are two levels of written business continuity plans:

• Corporate Incident Management Plan
• Service Recovery Plan

## 7.0 COMMUNICATION AND AWARENESS

**7.1** The Business Continuity Management Policy, a Guide to Business Continuity Management and other supporting information will be placed in an appropriate place on the councils Intranet site  and will actively be promoted by service management teams to both new starters as part of the induction process and existing staff.

**7.2** Promoting business continuity awareness throughout the organisation will primarily be achieved through an e learning package on Intranet, together with articles in staff magazines.

## 8.0 TRAINING, TESTING AND MAINTENANCE

### 8.1 Training
It will be obligatory for employees to take part in regular training and exercising as required. Organizing such training or test is the responsibility of Heads of Service or their delegated representative. The training will take place at a time when its effect on our customers or clients is minimal.

### 8.2 Rehearsals
To make the plans effective, regular testing is required. The results of the tests will be reported to the Project Management Board In case of unsatisfactory results, the reasons are

determined and alterations may be made to the relevant part of the Business Continuity Plan.

**8.3 Maintenance**
To keep the plans up-to-date and current, alterations may be necessary when procedural changes to service operations occur or when new threats arise; therefore the maintenance of the plans is an ongoing process.

**9.0 REVIEW PROCESS**

**9.1** The key Business Continuity Plans will be completed as soon as possible and reviewed annually to ensure that information on service functions, contacts and telephone information are kept up to date. In addition a programme of testing and exercising will be developed.

**9.2** Any lessons learned from training, exercising or indeed invocation will be incorporated into the rolling annual review process.

**10.0  AUDIT AND GOVERNANCE**

BCM arrangements form part of Basingstoke and Deane Borough Council's overall internal control environment, which are subject to annual review by the Audit and Governance Committee.