Working with the Citizens of Monmouthshire

Business Continuity Management

PROGRAMME

June 2019

CONTENTS

1. BUSINESS CONTINUITY MANAGEMENT (BCM) PROGRAMME

1.1 The Civil Contingencies Act 2004 places a statutory obligation on all Category 1 Responders (of which Monmouthshire County Council is classified as such) to develop and maintain Business Continuity Plans. As a local authority we have additional duties to give advice to local businesses and voluntary organisations on the merits of Business Continuity Planning and how to implement their own Business Continuity plans.

1.2 Business Continuity Management is an ongoing process of risk assessment and risk management with the purpose of ensuring that the Authority can continue to deliver its key services should a disruption occur. These risks can be external to the organisation, over which we have no control, such as a power failure, or from within the organisation, such as accidental or deliberate damage to property.

1.3 The three key areas that can affect our delivery of service are:-

The denial of access to a facility due to, for example:-
- Vandalism
- Accidental fire or arson
- Scene of crime investigation
- Flooding
- Dangerous structures

Staff shortages due to, for example:-
- A major influenza outbreak
- Industrial action
- Loss of key staff/skills
- Fuel shortage
- Prolonged severe weather

Failure of a supporting service such as:-
- A sub-contractor's business fails
- Telephone system fails
- Computing system fails

2. AIM of the PROGRAMME

- Ensure statutory obligations and policy objectives are met;
- Seek to improve overall business resilience;
- Ensure that adequate business recovery arrangements and plans are in place;
- Safeguard employees, clients or service users, members, pupils, and all stakeholders to whom the Council has a duty of care.

3. OBJECTIVES

- Develop and maintain a BCM Programme to give a clear structure to help the Council plan and prepare for disruption and strengthen our resilience thus allowing the management and on-going delivery of services following an incident.
- Establish a BCM Programme of work.
- Identify and review the areas of potential damage or loss that may be caused to Council services as a result of serious disruption (including those defined by the Civil Contingencies Act (2004)).
- Ensure that relevant plans are produced, maintained and rehearsed or tested at appropriate intervals.
- Provide assistance and guidance to help managers to maintain and improve service area BCM plans.
- Test and exercise service area arrangements with the support of Emergency Planning. If an incident has occurred and plans have been implemented specific exercises are not required.
- Initiate an on-going training and awareness programme for chief officers, service area managers and other employees.
- Benchmark with similar Local Authorities and other relevant organisations as well as being aware of guidance and good practice issued by Welsh Government, Central Government, professional bodies and other authoritative sources.
- Monmouthshire County Council will, for all priority services, seek to ensure that suppliers have BCM plans.
- Promote and provide advice and assistance on BCM to local businesses and the voluntary sector when requested.
- Ensure that organisations are referred to the most relevant and current BCM practice that is available.
- Develop arrangements with other partners in the Gwent Local Resilience Forum to share good practice.

4. SCOPE

Monmouthshire County Council has Business Continuity responsibilities for the following stakeholders:-

- Monmouthshire County Council direct services (design and implement BCM plans).
- Internal support services that allow Monmouthshire County Council to deliver its services (design and implement BCM plans).
- External key suppliers to Monmouthshire County Council (audit and advice on BCM planning).
- Primary and comprehensive schools (advice on BCM planning).
- Monmouthshire business community (advice on BCM planning).
- Voluntary organisations within Monmouthshire (advice on BCM planning).
- Neighbouring local authorities (to collaborate and share BCM information).

5. BCM PROGRAMME

The process shown below is based on the Business Continuity Institute 'Good Practice Guidelines' – current version. This process involves the following activities:
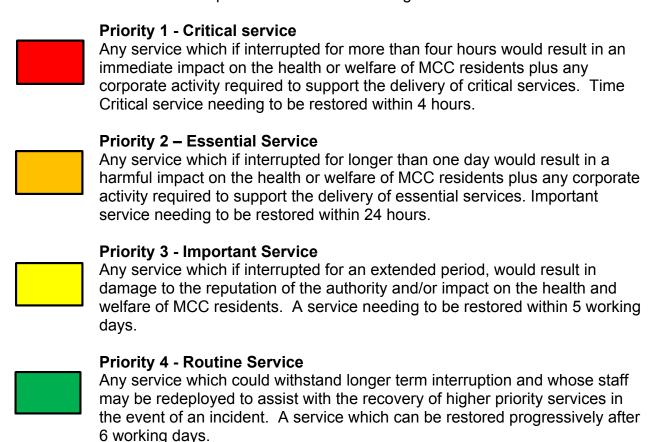
5.1 BCM programme management

This includes:
- reviewing responsibilities for implementing and maintaining the BCM programme within the council.
- the ongoing management of business continuity – regular reviews and updates of business continuity arrangements and plans. This will be undertaken by service area managers in conjunction with Emergency Planning as required.
- reviewing the Register of Priority Services on a biennial basis. This will be undertaken by the completion of Business Impact Analysis (BIA) which will be carried out by service area managers and Emergency Planning.
- reviewing training needs for staff.

Understanding the organisation

5.2 Business impact assessments have been carried out to identify our highest priority services and the systems that support them. BIA's are an ongoing process and will be reviewed every 2 years. BIA's will be undertaken by service area managers, in conjunction with Emergency Planning. As an output of the BIAs a ranking system has been established in order to prioritise the re-establishing of services. These are:

Priority 1 - Critical service
Any service which if interrupted for more than four hours would result in an immediate impact on the health or welfare of MCC residents plus any corporate activity required to support the delivery of critical services. Time Critical service needing to be restored within 4 hours.

Priority 2 – Essential Service
Any service which if interrupted for longer than one day would result in a harmful impact on the health or welfare of MCC residents plus any corporate activity required to support the delivery of essential services. Important service needing to be restored within 24 hours.

Priority 3 - Important Service
Any service which if interrupted for an extended period, would result in damage to the reputation of the authority and/or impact on the health and welfare of MCC residents. A service needing to be restored within 5 working days.

Priority 4 - Routine Service
Any service which could withstand longer term interruption and whose staff may be redeployed to assist with the recovery of higher priority services in the event of an incident. A service which can be restored progressively after 6 working days.

Those services that are rated a P1 will be given greater priority in regards to business continuity arrangements being put in place for that particular service.

5.3 Due to the complexity of the organisation, a categorisation system has been put in place to establish defined time periods of recovery following a disruption. Instead of using the pre-established Business Continuity terminology of Recovery Point Objectives (RPO) and Recovery Time Objectives (RTO), the organisation has adopted the ranking system shown above.

6. OWNERSHIP / ROLES AND RESPONSIBILITIES

6.1 The following list, which is not exhaustive, details some of the more fundamental roles in relation to ensuring the ongoing success and support of the BCM programme within the Council.

6.2 The **Chief Officer for Resources** is the accepted Champion of Business Continuity Management within the Authority.

6.3 **Elected Members**
- Elected Members are responsible for the effective governance in the delivery of services to the local community.
- Members have a responsibility to understand the strategic risks and the importance of an effective BCM Programme.
- Members should also be aware of the recovery timescales for Council activities.

6.4 **Chief Officers / Senior Leadership Team**
- Operation and implementation of this policy within their own directorates.
- Endorsement and sponsorship for Business Continuity to be rolled out across all Council services.
- Secure consistent application of this policy between directorates.
- Participate in strategic level Business Continuity exercises where appropriate.
- Lead the Council when a strategic response is required.
- Ensure the Council's BCM Policy is enforced for the benefit of the Council.
- Promote the need for continuous improvement of BCM with the Council.

6.5 **Heads of Service**
- Take ownership of BCM within their areas of responsibility.
- Ensure that BCM Plans are in place for the activities provided within their service area.
- Ensure that these BCM plans are reviewed every three years and exercised as required; this process needs to be auditable so details need to be captured.
- Ensure that the continuity capability of suppliers is considered when negotiating contract terms.
- Promote the importance of BCM to all staff within their areas.
- Support the Council when a strategic or tactical response is required.

- Ensure the Council's BCM Policy is implemented for the benefit of the Council.

6.6   **Service Managers / Business Continuity Plan Holders**
- Complete a Business Impact Analysis for their area of responsibility on a biennial basis and review in line with the Register of Priority Services.
- Develop appropriate BCM plans for their area of responsibility.
- Participate in BCM training, workshops and exercising as required.
- Ensure the staff within their service area are aware of the Business Continuity plan for their service.
- Support and strive to continually improve the Councils BCM work.
- Proactively work with contractors, suppliers and partners to ensure that they have BC plans in place.
- Proactively look to mitigate risks of potential business exposures and vulnerabilities.
- Practice and be prepared to execute their role as defined in their Business Continuity plan.

6.7   **The Emergency Planning Team**
- Review and maintain the BCM Policy and Programme as required.
- Update the Register of Priority Services on a biennial basis.
- Provide guidance and advice to Service Managers when completing Business Continuity plans.
- Organise BCM training, workshops and exercising for staff.
- Keep up to date with good practice and ensure that this is reflected in any advice and assistance provided both internally and to local businesses and voluntary organisations.

6.8   **Building Managers / Corporate Landlord**
- Council buildings /facilities are important resources for council services to be effectively delivered by Council employees and also for customers to access these services – managers should proactively work to mitigate identified risks (alternative power supply, building security etc.).
- Participate in BCM training, workshops and exercising.

6.9   **All Employees**
Staff are expected to co-operate and, where appropriate be part of the response arrangements in the event of BCM arrangements being invoked. This involvement will also include attending exercises and appropriate training. Employees are encouraged to proactively look to mitigate risks of potential business vulnerabilities and to escalate any potential weaknesses in BCM plans or arrangements to their manager and the Emergency Planning Team.

7.   DETERMINING BCM STRATEGY

7.1   Alternative strategies have been identified by means of service area plans to mitigate the impact of disruptive events on the organisation. In the event of a disruption to a

service, existing emergency response arrangements will be utilised in order to provide a coordinated response and to consider the business continuity impacts to the organisation.

7.2 **Implementing A BCM Response**

Individual service area responses to a business continuity disruption are detailed in service area plans. The emergency management structure detailed in the corporate Emergency Management Plan can be utilised for any incident. An Emergency Response Team (ERT) can be established to manage the response to the disruption as detailed in the Emergency Management Plan.

The ERT ensures that actions are considered for:
- the immediate response to the incident;
- interim solutions or maintaining at least a minimum acceptable level of service, leading on to;
- reinstating full services.

8. EXERCISING

8.1 An exercise programme will enable the council to:
- demonstrate the extent to which strategies and plans are complete, current and accurate and;
- identify opportunities for improvement.

8.2 There is a requirement to exercise business continuity plans. However, if the plan has been implemented in response to a disruption then an exercise is not required. Should an exercise be required, arrangements can be made with the support of the Emergency Planning Team.

9. REVIEW SCHEDULE

Document	Reviewing Body	Review Frequency	Sign off
BCM Policy	Emergency Planning Team	As required	SLT Single Member
BCM Programme	Emergency Planning Team	As required	SLT
Register of Priority Services	Emergency Planning Team	Every 2 years	SLT Single Member
Business Impact Analysis (undertaken by Service Managers within the Business Planning process)	Emergency Planning Team	Every 2 years	SMT of respective service area

Document	Reviewing Body	Review Frequency	Sign off
Service area BC Plans	Plan Owners	Every 3 years	SMT of respective service area
BC Exercises	Plan Owners	As required if BC plans haven't been activated.	SMT of respective service area

10. EMBEDDING BCM IN THE COUNCIL'S CULTURE

10.1 The embedding of a continuity culture by raising awareness throughout the council and offering training to key staff on BCM issues:
- items in Council publications
- Hub bulletins
- staff training sessions
- eLearning

11. LINKS TO RELEVANT POLICIES, PLANS, DOCUMENTS AND STRATEGIES

11.1 This document supports and or links directly or indirectly to the following Corporate policies, plans and strategies and should be read in conjunction with them:

- MCC Corporate Business Plan 2017//2022
- MCC Emergency Management Plan
- MCC Severe Weather Arrangements
- MCC Fuel Arrangements
- MCC Pandemic Influenza Plan
- MCC Service Area BCM Plans
- Agile Working Guidance
- Health Safety and Wellbeing Policies

12. REVIEW

12.1 The BCM Programme will be reviewed as and when necessary or as a result of significant changes to the BCM Policy or organisation.