FULL COUNCIL REPORT

Date Written: 22nd September 2014
Report Author: Melanie Haman
Service Area: Local Resilience Unit
Exempt/Non Exempt: Non Exempt
Committee Date: 8th October 2014

To: Mayor, Ladies and Gentlemen

BUSINESS CONTINUITY MANAGEMENT POLICY

PURPOSE OF THE REPORT:
To approve the replacement of the existing Business Continuity Management Policy agreed in November 2011 with a new version. This new policy is aligned to both the British Standard BS25999 and the International Standard ISO22301:2.

1.0 INTRODUCTION AND BACKGROUND

1.1 The Civil Contingencies Act 2004 delivers a single framework for civil protection in the United Kingdom capable of meeting the challenges of the twenty-first century. The Act imposes 7 statutory duties upon all local authorities, one of which is the need to have Business Continuity Management arrangements in place to ensure that they can continue their essential services during times of severe disruption, for example through significant staff losses or loss of building access.

1.2 Business Continuity Management (BCM) is a planned process aimed at managing the many and varied operational risks inherent in the day to day activities involved in delivering services. The main purpose of the BCM process is to ensure continuity of service delivery following an unexpected disruption to normal working.

1.3 Having a policy is a key requirement of ISO22301:2, it provides the directive framework and shows how BCM is implemented within an organisation. The
revised policy is attached to this report. There are no changes to the process, this is a revamped version which complies with ISO22301:2.

2.0 COLLABORATIVE WORKING

2.1 Following the Simpson Report, all the Emergency Planning Teams from the 7 Local Authorities in South Wales formed the South Wales Resilience Team (SWRT) working collaboratively on a number of work streams one of which is Business Continuity Management. The Business Continuity Working Group has developed a BCM Policy, Toolkit and Plan which is aligned to both the British Standard BS25999 and the International Standard ISO22301:2.

2.2 The South Wales Resilience Team BCM Policy, Toolkit and Plan has been shared with all Emergency Planning Teams within the 22 local authorities in Wales as best practice.

3.0 FINANCIAL IMPLICATION(S)

3.1 There are no financial implications involved in replacing the policy.

4.0 SINGLE INTEGRATED PLAN AND SUSTAINABILITY IMPACT SUMMARY

4.1 The Single Integrated Plan and Sustainability Impact Assessment have been completed and the proposals have a positive impact on the Financial Sustainability of Public Services. No negative impacts have been identified.

5.0 EQUALITY IMPACT ASSESSMENT

5.1 An Equality Impact Assessment (EqIA) screening form has been prepared for the purpose of this report. It has been found that a full report is not required at this time. The screening form can be accessed on the Council’s website/intranet via the ‘Equality Impact Assessment’ link.

6.0 RECOMMENDATION that

6.1 The implementation and adoption of the new BCM Policy be approved.

ELLIS COOPER
CORPORATE DIRECTOR CUSTOMER SERVICES

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*Consultation has been undertaken with the Corporate Management Team in respect of each proposal(s) and recommendation(s) set out in this report.*
MERTHYR TYDFIL
COUNTY BOROUGH COUNCIL

BUSINESS CONTINUITY
MANAGEMENT POLICY

MERTHYR TYDFIL
County Borough Council

Cyngor Bwrdeistref Sirol
MERTHYR TUDFUL
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FOREWORD BY CHIEF EXECUTIVE

It is essential that we plan how we will continue to deliver our services to the citizens of Merthyr Tydfil when we face disruptions. Our ability to do this demonstrates our maturity as a Local Authority.

The people of Merthyr Tydfil rely on us to deliver our essential services regardless of disruptions and we have a duty to ensure we plan for, and deliver these services even when we face difficulties beyond our control. Good Business Continuity Management practices will ensure that we meet our commitments in challenging times and I know this framework built around the dedicated staff within our organisation will ensure that we do what is needed for the citizens of Merthyr Tydfil.

Business Continuity Management sets out a framework and a process to enable all our service areas to plan for business interruptions, put in place measures to reduce the threat to the Council and help us ensure our services are delivered during a disruption. Building resilience into the organisation is key to us being able to do this and it is each of our responsibilities to consider what we do to assist in the business continuity process. With the support of our managers and the dedicated business continuity professionals within the Council we will ensure that we are doing what is necessary to protect our people and services to the public.

GARETH CHAPMAN
POLICY INTRODUCTION
This document sets out the policy for Business Continuity Management (BCM) within Merthyr Tydfil County Borough Council. The policy is the keystone to the success of the delivery of a robust BCM process and framework, which will ensure we are able to deliver our services to the citizens of Merthyr Tydfil during periods of disruption.

POLICY STATEMENT
In order for Merthyr Tydfil County Borough Council to ensure that it can continue to deliver its business activities within an acceptable timeframe following a disruptive event, the Council will:

- 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 its employees, clients or service users, members, pupils, tenants and all stakeholders to whom the council has a duty of care;
- Support the quality of the environment;
- Preserve and promote the reputation of the Council.

Merthyr Tydfil County Borough Council recognises that under the Civil Contingencies Act 2004 (CCA 2004), we must plan and prepare for incidents that could have an adverse effect on the ability to deliver our key services to the people of Merthyr Tydfil. This policy sets out how Merthyr Tydfil County Borough Council, through the application of the BCM principles, will meet the statutory requirements of the CCA (2004) and work towards BS25999-2 alignment.

The policy also details our commitment to the promotion of BCM to local businesses and the voluntary sector to enhance the resilience of our town. By doing this we ensure that we plan to ensure we are in the strongest position possible to succeed when challenges disrupt the essential day to day running of the borough. BCM is also a legal requirement under the CCA (2004) which we must adhere to.
It is the responsibility of Directors, Assistant Directors, Chief Officers, and Operational Managers to ensure that the business continuity strategies, processes, and measures are implemented and brought to the attention of all relevant staff in their Directorates. Every employee has a responsibility to support the Council’s BCM policy.

3.1 SCOPE

3.1.1 IN SCOPE

- All Council services delivered to the people of Merthyr Tydfil including schools services.
- IT systems
- Business Processes
- All Merthyr Tydfil County Borough Council personnel
- All Merthyr Tydfil County Borough Council strategic locations
- Management of all incidents including emergencies and disasters
- Technology Disaster Recovery including voice and data communications systems
- Liaison with utility providers i.e. voice communications, power, gas etc.
- Liaison with customers
- Outsourced organisations and suppliers
- The Council’s insurers
- Promotion of BCM to local businesses and the voluntary sector

3.1.2 OUT OF SCOPE

- Non Merthyr Tydfil County Borough Council locations
- Non Merthyr Tydfil County Borough Council systems
3.2 DEFINITIONS

3.2.1 Business Continuity Management (BCM)

BCM is defined as a holistic management process that identifies potential impacts that threaten an organisation and provides a framework for building resilience with the capability for an effective response that safeguards the interests of its key stakeholders, reputation and value creating activities.

Its primary objective is to allow the Council’s managers to continue to manage their business under adverse conditions, by the introduction of appropriate resilience strategies, recovery objectives, business continuity and incident management plans in collaboration with, or as a key component of, an integrated risk management initiative.

Within this policy, the following terms are defined as:

3.2.2 Business Continuity

Business Continuity is the strategic and tactical capability of the organisation to plan for and respond to incidents and business disruptions in order to continue business operations at an acceptable pre-defined level.

3.2.3 Business Continuity Management Programme

Ongoing management and governance process supported by top 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 ensure continuity of products and services through training, exercising, maintenance and review.

3.2.4 Business Continuity Plan (BCP)

The BC Plan is a documented collection of procedures and information that is developed, compiled and maintained in readiness for use in an incident to enable an organization to continue to deliver its critical activities at an acceptable pre-defined level.
3.2.5 An Incident
An activity that requires reactive management to resolve an issue or problem; the level of the incident is determined by its impact and the incident will be managed appropriately.

3.2.6 An Emergency
An event that cannot be resolved using standard operational procedures and requires additional measures to be taken.

3.3 MERThYR TyDFil COUNTy BoRRoUGH COUNCIL will:
- Develop and maintain a BCM Policy which will encompass our core values as an organisation and which will be reviewed annually.
- Develop and maintain BCM Process to give a clear structure to help us plan and prepare for disruption and strengthen our resilience thus allowing us to manage our ongoing delivery of services following an incident.
- Establish a BCM programme of work to deliver a BCM System.
- Identify the areas of potential damage or loss that may be caused to Merthyr Tydfil County Borough Council services as a result of serious disruption (including those defined by the Civil Contingencies Act (2004)).
- Nominate a member of the Corporate Management Team as the BCM programme sponsor.
- Nominate BCM `Champions` to lead and promote the BCM Policy across Merthyr Tydfil County Borough Council.
- Develop and maintain an Incident Management Structure and framework.
- Evaluate risk reduction and recovery options and help define BCM strategies for services.
- Ensure that relevant plans are produced, maintained and rehearsed or tested at appropriate intervals
- Provide competent assistance and guidance to help managers to produce BCM plans.
- Review and exercise BCM plans annually, or following any major changes to the service, recording the results and feeding improvements back into the BCM plan. The results to be audited by the Local Resilience Unit.
• Initiate an ongoing programme of education, training and awareness of managers and other employees.
• Benchmark with similar Local Authorities and other relevant organisations as well as being aware of guidance and best practice issued by Welsh Government, Central Government, professional bodies and other authoritative sources.
• Engage with key suppliers to ensure BCM is included in contracting terms and service level agreements (SLAs) ensuring resilience within the supply chain to Merthyr Tydfil County Borough Council.
• Promote and provide advice and assistance on BCM to local businesses and the voluntary sector.
• Ensure that organisations are referred to the current best BCM practice that is available.
• Develop collaborative arrangements with other partners in the South Wales Local Resilience Forum to share best practice, and working in line with the Welsh Governments `Making the Connections Agenda`.

3.4 ROLE OF 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 effective BCM Programme to mitigate the risk of business disruption would have on council services. These risks are managed through the annual strategic and service planning process.

3.5 THE CORPORATE MANAGEMENT TEAM will:
The Corporate Management Team acting collectively, is responsible for all the functions of the Council not allocated to the full Council itself, overseeing the development and implementation of BCM across the Council.

3.6 THE BCM CORPORATE SPONSOR will:
• Take ownership of BCM at a Corporate level within the Corporate Management Team.
• Sponsor the Business Continuity Management programme.
- Appoint a Business Continuity Officer
- Receive progress reports from the Business Continuity Officer.
- Work with the Business Continuity Champion to ensure the Business Continuity process is implemented across the Council.

3.7 THE BCM CHAMPIONS will:
- Work with the Corporate Sponsor and lead the delivery and promotion of business Continuity across the Council ensuring the commitment of Chief Officers across all service areas.
- Work with the Sponsor to ensure that senior managers are committed to ensuring that business continuity is implemented across their individual service areas.
- Support the Business Continuity Officer in ensuring that senior managers are implementing appropriate BCM solutions across their Directorates.

3.8 DIRECTORS, ASSISTANT DIRECTORS, & CHIEF OFFICERS will:
- Take ownership of BCM within their Directorates.
- Ensure that BCM Plans are in place for the services and activities provided within their service areas.
- Ensure that these BCM plans are reviewed and exercised annually, this process needs to be auditable so details need to be captured.
- Ensure that the continuity capability of key suppliers is considered when negotiating contract terms.
- Promote the importance of BCM to all staff within their Directorates

3.9 THE BCM OFFICER will:
- Provide regular status reports to the BCM Sponsor, BCM Champion and the Risk Management Steering group as needed.
- Develop and maintain a BCM Process aimed at aligning the Council to BS25999-2
- Develop, manage and review the BCM strategy.
- Develop and deliver awareness programmes as necessary.
- Develop and maintain working relationships with external parties.
• Work in partnership with our Corporate Risk Management Group to ensure we are building resilience into our key services and work to mitigate threats posed to Council services.
• Develop and maintain a BCM Promotion programme to ensure that the Council is complying with the CCA 2004.
• Keep up to date with best practice and ensure that this is reflected in any advice and assistance provided to local businesses and voluntary organisations.
• Work in partnership with Risk Management to help mitigate the risk that a service disruption poses to the Council.

3.10 BUILDING MANAGERS
Council buildings /facilities are important resources for council functions to be effectively delivered by council employees and also for customers to access services. This is why the business continuity role and responsibilities of facilities management is so important in both the preparation and response. A list of responsibilities for building Managers is available from the Council’s Business Continuity Officer.

3.11 MANAGERS & SUPERVISORS
Each is responsible for implementing the policy in their areas of activity, complying with departmental arrangements for producing and maintaining appropriate BCM plans to support their service and its activities, submitting them for audit and approval and briefing their staff on their responsibilities within their plan. Managers must ensure that they follow the correct BCM process which is clearly set out within this policy and the supporting guidance, this guidance on how to carry out a Business Impact Analysis and contains links to a basic BCM Plan template, giving clear guidance on reporting, and audit requirements that have to be met.
3.12 ALL EMPLOYEES
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.

3.13 INTERNAL AUDIT

3.14 REVIEW OF POLICY
The policy will be reviewed annually and following any significant change to the organisation.

4. REFERENCES
1. BS25999 – Part1 (Code of Practice)
2. BS25999 – Part 2 (Specification)
4. Civil Contingencies Act 2004