Business Continuity Management Framework 2014 – 2017

Blackpool Council

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1.0 FORWARD

Blackpool Council recognises that it provides services to the community and works in partnership with others in order to deliver the corporate priorities that we have identified. It is a vital that we, as an organisation, are able to ensure that our most critical services and functions are maintained and resources protected to at least a reasonable level during incidents and disruptions. This will assist the Council in becoming more resilient and will also help in maintaining our reputation both to the community we serve and to the many people, visitors and businesses that are attracted to Blackpool in order to live, work or visit.

Linked with good risk management, business continuity will assist the Council in managing through disruptions in order to protect its staff, customers, resources, infrastructure and intellectual property. Through the implementation of the business continuity framework we will strive to ensure that Blackpool Council can respond effectively to disruptions and maintain critical functions but also will maintain all other services or recover them in the shortest possible time business to agreed minimal service levels and work toward recovery to normality in a reasonable period of time.

Blackpool Council provides a diverse range of services both internally and to the community of Blackpool. These services are often critical to the livelihoods and well being of the people in Blackpool and are fundamental to the success of the Council. In many cases there is a statutory duty placed on the Council to undertake services and activities.

It is important that managers recognise their responsibilities in this area of risk as we strive to embed a good Business Continuity Management culture throughout our services, activities and partnerships.

Neil Jack

Chief Executive

ADMINISTRATION

2.1 DOCUMENT OWNER AND CONTROL

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2.2 RECORD OF AMENDMENTS

Date	Version	Amended By	Description of Changes
Jan 2006	V1.0	N Williams	Initial Policy and Strategy
Oct 2006	V1.1	N Williams	Minor review
May 2010	V2.0	S Faulkner	Full review in light of BS25999
Dec 2011	V2.1	S Faulkner	Minor review
Mar 2014	V3.0	S Faulkner	Full review in light of ISO 22301

2.3 OTHER RELEVANT DOCUMENTS

Blackpool Council's Major Emergency Plan	Corporate Business Continuity Plan
Risk Management Toolkit	Risk Management Policy
ICT Security Standards	Risk Management Framework

2.4 USEFUL DEFINITIONS

BC	Business Continuity	The capability of the organisation to continue delivery of products or services at acceptable predefined levels following a disruptive incident.
BCM	Business Continuity Management	A holistic management process that identifies potential threats to an organisation and the impacts to business operations those threats, if realised, might cause, and which provides a framework for building organisational resilience with the capability of an effective response that safeguards the interests of its key stakeholders, reputation, brand and value-creating activities.
BCMS	Business Continuity Management System	Part of the overall management system that establishes, implements, operates, monitors, reviews, maintains and improves business continuity.

Definitions Source: ISO 22301:2012

3.0 POLICY

3.1 STATEMENT

It is the policy of Blackpool Council to ensure it meets its obligations under the Civil Contingencies Act (2004). This Act places seven wide-ranging duties on the Council and specifically two in relation to business continuity which are to:

- Put in place business continuity management arrangements,
- Provide advice and assistance to businesses and voluntary organisations about business continuity management.

Not only is it a statutory duty for the Council to undertake Business Continuity it is also makes good business sense and is practiced widely across both the public and private sectors. Business continuity is not just about dealing with large scale disruptive events that may rarely happen. Having appropriate arrangements in place helps to build organisational resilience by embedding the process into day to day management activities and would therefore cover a host of disruptive incidents and events.

This policy is based around not only the Civil Contingencies Act (2004) but also the accompanying statutory guidance 'Preparing for Emergencies', the Business Continuity Institute's 'Good Practice Guidelines' and the International Standard ISO 22301:2012 Societal Security – Business Continuity Management Systems.

3.2 AIM

This policy aims to ensure that a coordinated and effective approach is adopted in relation to all business continuity management activities yet maintain a degree of flexibility to allow for the range of services Blackpool Council offers either solely or in partnership whilst ensuring that effective governance arrangements are in place.

3.3 SCOPE

This policy is to be applied across all services provided by Blackpool Council and promoted to those services delivered on behalf of the Council by third parties.

3.4 OBJECTIVES

The primary objective of this policy is:

- To ensure that business disruptions are managed in away that avoids or reduces their impacts on the Council by having a programme of activity to put in place robust Business Continuity arrangements.

Further objectives are to:

- Protect our employees, information and assets owned by or under the Council's control,
- Identify the Council's essential critical services, functions and activities,
- Be able to ensure continuous provision of critical functions. This may be at a reduced capacity during a disruption or emergency, looking to recover in the shortest possible time,
- Ensure availability of resources to continue to deliver the critical functions,
- Limit the impact to services, service users, partners and stakeholders,
- Return to normal operations in a structured manner,

- Protect the Council's strategic priorities and reputation,
- Build resilience into our day-to-day operations by continuously assessing risk and reducing the likelihood of risks occurring and taking action to minimise the potential impacts of disruption,
- Develop, implement, maintain and exercise business continuity plans at agreed levels and intervals within each area of the Council,
- Review business continuity plans and procedures on a regular basis and as an absolute minimum this should be undertaken annually by plan holders,
- Meet statutory duties under the Civil Contingencies Act (2004).

4.0 BUSINESS CONTINUTY MANAGEMENT METHODOLOY

4.1 INTRODUCTION

The Civil Contingencies Act 2004 places a statutory on the Council to have Business Continuity Management (BCM) in place in order to ensure the continued delivery of essential or critical services and functions. Having a BCM programme in place is also an integral part of good risk management and commitment to the programme will help achieve a greater level of organisational resilience.

Blackpool Council's Business Continuity Management (BCM) Programme is to be applied across all Departments and at a level appropriate to the services within that Department. Therefore any resultant plans could sit at a function, service, group or divisional level.

The programme has been designed to align with the content of ISO 22301:2012 on business continuity and the Business Continuity Institute's (BCI) Good Practice Guideline and will be updated to reflect changes to these standards in the future. This provides assurance that the BCM programme is aligned to industry best practice.

4.2 MAJOR EMERGENCIES AND BUSINESS CONTINUITY

The business and service activities of the Council and that of its partners is subject to varying degrees and frequency of disruption. BCM provides for the capacity for the Council to effectively react to these disruptions to ensure the continuity or recovery of essential functions and services. Therefore BCM primarily focuses on internal issues.

However, the Council has a Major Emergency Plan (MEP) that covers the operational response of the Council to Major Emergencies and Incidents that tend to focus on events external to the Council and whilst an internal business continuity incident may develop out of an externally focussed emergency the two should not be confused.

4.3 TRAINING AND SUPPORT

The Council's Business Continuity Officer is able to offer training, familiarisation and support to managers and individuals that have business continuity responsibilities. The training and support on offer will vary according to the needs of individuals, the status of the BCM programme and any budget availability. The support on offer will ensure that individuals have the necessary knowledge and confidence to develop their business continuity arrangements and contribute to the overall BCM programme in order to enhance organisational resilience.

4.4 BUSINESS CONTINUITY MANAGEMENT PROCESS

The Council's Business Continuity Programme is aligned as far as possible to the BCM lifecycle identified in ISO 22301:2012. The programme is co-ordinated by the Business Continuity Officer in support of every service in the Authority. The programme acknowledges that although every service may not be critical, all services / functions are important to the wider community of Blackpool and also the achievement of the Council's mission, vision and priorities.

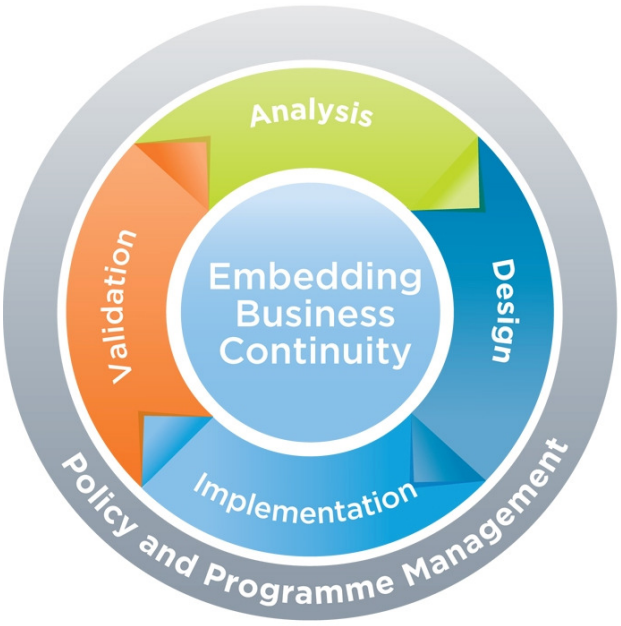
The programme also acknowledges that Blackpool Council works in partnership with many organisations and contracts out some services. Overall responsibility for those services that are contracted out remains with the Council and therefore contractors should be fully engaged by Departments to ensure appropriate business continuity arrangements are in place, especially in relation to the delivery of key or critical activities or functions.

Business continuity is an essential and continuous business activity, not just a technical exercise. Planning for the management of personnel, system and business disruptions as well as recovery of these items is not a case of 'if' but 'when'.

Some services may be more critical than others at a time of crisis and therefore in order to ensure the continued delivery of them, other services may need to be temporarily reduced or even suspended. In order to ensure each service has gone through a robust process to identify its critical activities and to inform the completion of service Business Continuity Plans the BCM programme will aim to follow as far as is reasonable the principles of 'the BCM Lifecycle' as identified Business Continuity Institute Good Practice Guidelines 2013 and the ISO Management System Plan-Do-Check-Act model as defined in the in the International Standard ISO22301:2012.

4.5 PROGRAMME DELIVERY AND THE BCM LIFECYCLE

The BCM Lifecycle
(Source: BCI Good Practice Guide 2013)



4.6 POLICY AND PROGRAMME MANAGMENT

Policy and Programme Management is at the start of the Business Continuity Management (BCM) Lifecycle. It defines the organisational policy relating to Business Continuity (BC) and how that policy will be implemented, controlled and validated through a BCM programme.

In line with Emergency Planning, BCM will operate at three levels:

Strategic	Decisions are made and policy is determined
Tactical	Operations are coordinated and managed
Operational	Activities are undertaken

Specifically in terms of Programme Management, as far possible this will follow the cycle that all ISO Management Systems have in common, that of the Plan-Do-Check-Act model (PDCA) as outlined below:

PLAN	Establish business continuity policy, objectives, targets, controls, processes and procedures relevant to improving business continuity in order to deliver results that align with the organisation's overall policies and objectives.
DO	Implement and operate the business continuity policy, controls, processes and procedures.
CHECK	Monitor and review performance against business continuity policy and objectives, report the results to management for review, and determine and authorise actions for remediation and improvement.
ACT	Maintain and improve the BCMS by taking corrective action, based on the results of management review and reappraising the scope of the BCMS and Business Continuity policy and objectives.

(Source: ISO 22301:2013)

4.7 ANALYSIS

This element of the BCM programme is designed to identify the Council's objectives, how it functions and any potential constraints. Analysis ensures that key service functions and activities are clearly identified and a level of criticality applied to them depending on the impact of non delivery over time. Interdependencies with other parties are also identified along with key resources. This is a vital starting point and must be revisited frequently so that the BCM programme can maintain pace with varying organisation changes. This element of the BCM programme usually takes the form of a 'Business Impact Analysis'.

There is also a need at this stage, to identify the threats to delivering the Council's business and so a 'threat evaluation' and / or 'Risk Assessment' needs to be conducted. This is used to estimate the likelihood and impact on activities and functions from known or foreseeable threats.

The information gathered can then be used to determine how best to prepare the Council so that it is able to manage through major disruptive events.

4.8 DESIGN

Once the Council's priorities are identified or reviewed from the analysis phase, strategies and tactics can be developed to plan for the realisation of some of the risks that have been identified. The outcome of the design phase will often be a combination of various measures to reduce the risk,

threat mitigation measures and having an appropriate incident response structure that also ensures employee safety.

Depending on the criticality of the service and the resources available, a variety of strategies can be selected such as diversification, replication, standby, post-incident acquisition, do nothing, subcontracting and insurance. The various operational tactics can then be developed around people, premises, resources and suppliers. By embedding business continuity into the service then any incident response structure should mirror or be similar to the normal management structure and will identify the various roles that staff undertake during an incident.

4.9 IMPLEMENTATION

The implementation phase involves documenting the priorities, procedures, responsibilities and resources necessary to assist in managing a disruptive incident or event and the subsequent recovery back to normal operation.

The output is usually a Business Continuity Plan that contains fixed or flexible arrangements for the continuation of the Council's critical activities and functions to at least a minimal level for a given area.

4.10 VALIDATION

The purpose of validation is to ensure that the BCM programme reflects the Councils nature and size as well as the variety and complexity of its services. Validation ensures that the aim and objectives set out in this policy are met and that organisational resilience is being developed and that the programme is current and accurate.

Validation of the Business Continuity Management programme is achieved by the Council positively engaging in the following three activities:

1.	Exercising / rehearsing
2.	Maintenance
3.	Review

4.11 EMBEDDING BUSINESS CONTINUITY

With the implementation of this framework the process of embedding business continuity will be an ongoing activity in order to integrate business continuity into strategic and everyday Council business activities. The ongoing BCM programme will strive to add value to the Council and assist in building resilience by aligning with business priorities and organisational culture and communicating the importance of BC to staff, partners and other interested parties.

5.0 BCM STRATEGIC FRAMEWORK

This Business Continuity Management Strategic Framework sets out the hierarchy of plans and the key roles and responsibilities of Individual Officers, Services and or Groups within the Council.

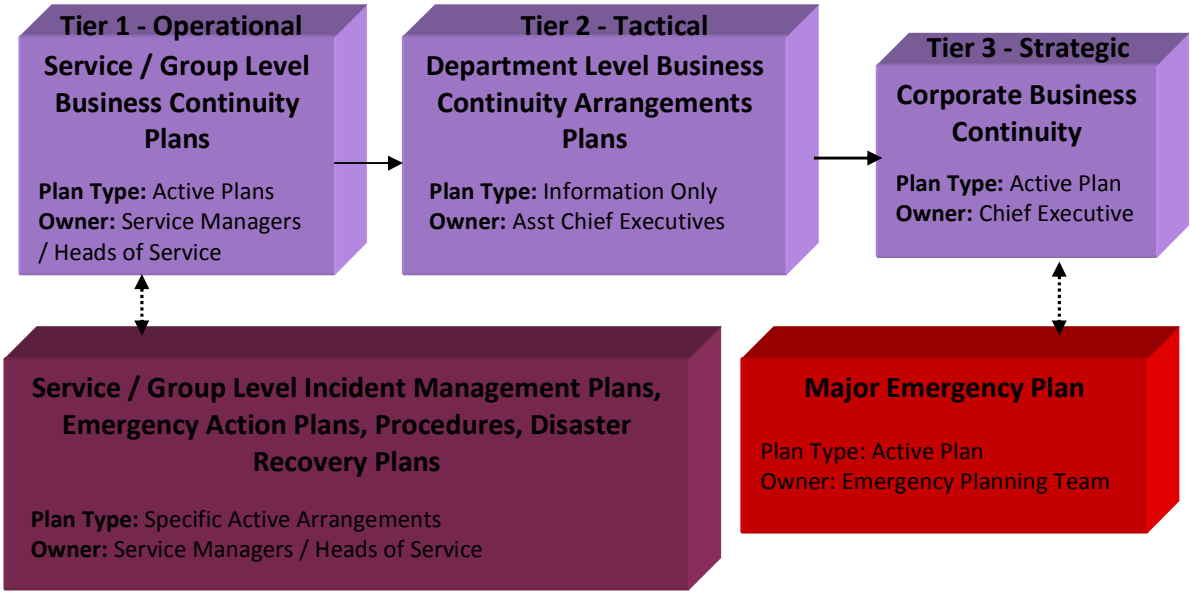
5.1 HIERARCHY OF PLANS

Tier 1 - Operational Service / Group Level Plans
The Service or Group level business continuity plan is developed from conducting a Business Impact Analysis that identifies and defines the criticality of services based on risk and threat over time. This informs the development of the Business Continuity plan that can provide both a fixed or flexible response to various disruptions that maybe faced and contains detailed business continuity arrangements.

Tier 2 - Tactical Department Level Plans
Department level business continuity plans should be developed from the information contained within the service / group level plans from within each Department. The purpose of the document is to ensure that a clear list of critical activities and supporting resources are identified and maintained along with other key Departmental data and information and is approved by the relevant Assistant Chief Executive and their Heads of Service.

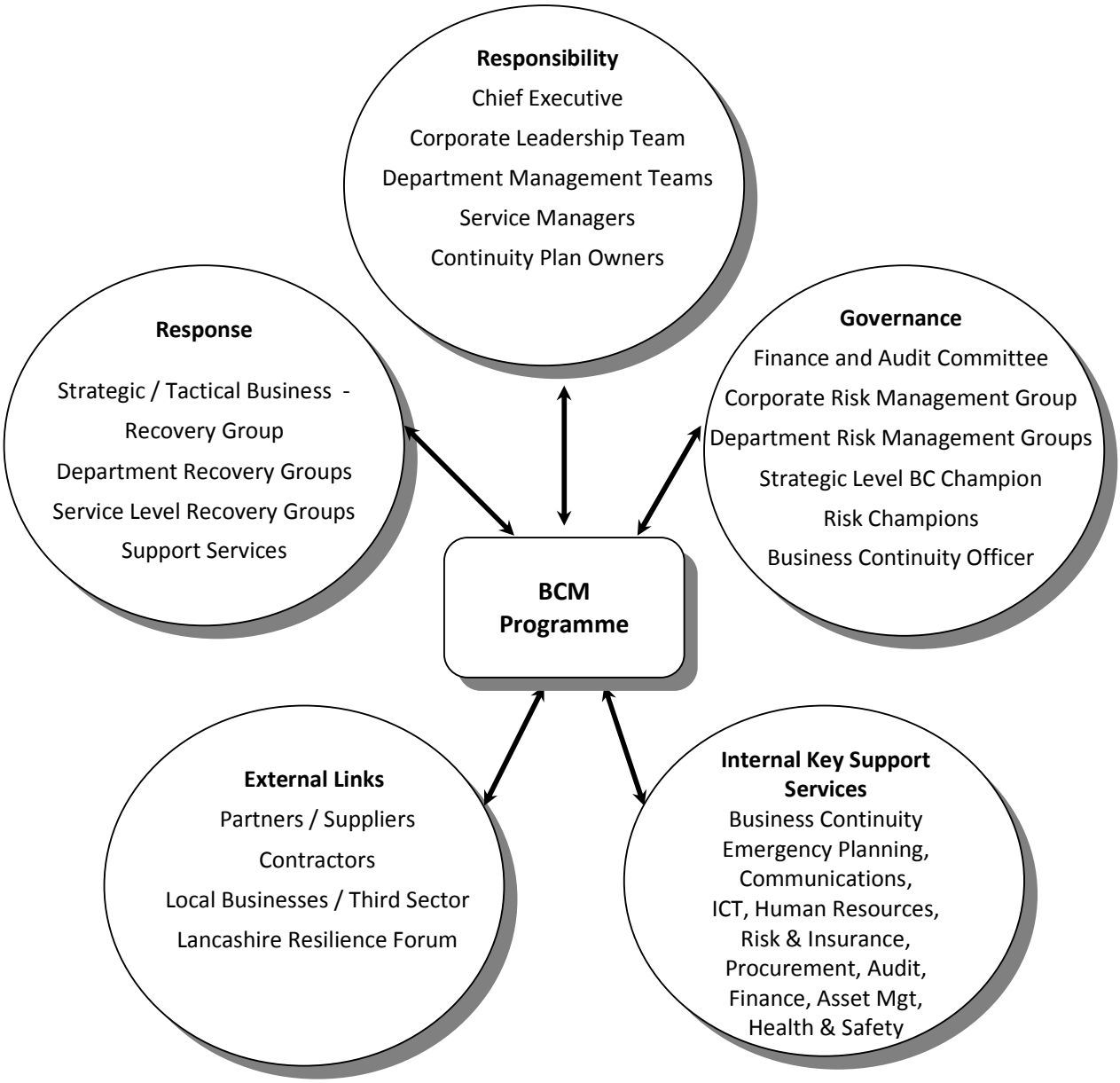
Service / Group Level Incident Management Plans, Emergency Action Plans, Procedures, Disaster Recovery Plans
From time to time Corporate Leadership Team or Senior Officers of the Council may decide to develop key response plans for specific functions over and above those required for Services or Groups of Services, for example an ICT Disaster Recovery Plan or Staff Relocation Plan.

Tier 3 - Strategic Corporate Level Plan
The Corporate Business Continuity Plan contains a framework for the response to wide-ranging corporate disruptive incidents. The plan will also contain the Council's Critical Activities / Functions. The Critical Activities and Functions list will be approved by the Corporate Leadership Team and will identify those services / activities that must be maintained or recovered within the timescales set within the operation level plans.



5.2 BCM RESPONSIBILITIES FRAMEWORK

The diagram below identifies the framework for those involved in the Business Continuity Management Programme.



5.3 BCM ROLES

It is important to ensure employees and all key stakeholders such as elected members, partners, suppliers, contractors and other third parties are engaged in the process. This ensures support is obtained and interdependencies are identified and built into any planning arrangements.

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 Business Continuity Management programme within the Council.

CHIEF EXECUTIVE

- Endorsement and sponsorship for business continuity to be rolled out across all Council services
- Approval of Business Critical Activities at a Corporate level
- Participate in Strategic level Business Continuity Exercises where appropriate
- Lead the Strategic Business Recovery Group when strategic direction is required
- Ensure the Council's BCM Policy is enforced for the benefit of the Council and compliance with the Civil Contingencies Act.

FINANCE AND AUDIT COMMITTEE

- Play a governance role in ensuring that services are operating in line with the current BCM policy and any strategic direction to ensure service progress and accountability
- Provide oversight for ensuring that Blackpool Council meet it's statutory obligations under the Civil Contingencies Act in relation Business Continuity Management
- Endorsement for business continuity to be rolled out across all Council services as part of managing organisational risks.

CORPORATE LEADERSHIP TEAM

- Responsible for ensuring Business Continuity implementation tasks are carried out for their Department and resourced accordingly
- Participate in Strategic / Tactical level Business Continuity Exercises
- Approval of Business Critical Activities for the Council
- Be part of the Strategic Business Recovery Group when strategic direction is required
- Convene Tactical (Department Level) Business Recovery Group if required
- Ensure the Council's BCM Policy is enforced for the benefit of the Council

CORPORATE RISK MANAGEMENT GROUP

- Assist in facilitating the implementation of BCM across the Council by providing challenge and recommendations
- Ensure the Council's BCM Policy is enforced for the benefit of the Council
- Share and receive best practice
- Ensure that there is a consistent approach to the implementation of the Business Continuity Management Programme through the Risk Champions for each Department.

ASSISTANT CHIEF EXECUTIVES & HEADS OF SERVICE

- Support and participate in (where appropriate) workshops, events, training or exercising as required by the Business Continuity Management programme
- Approval of Business Critical Activities for their Departments
- Responsible for ensuring each business function within their service is covered by a Business Continuity Plan and that this is approved, maintained and kept up to date
- Responsible for ensuring each plan is tested on a regular basis and any lessons identified incorporated into the plan
- Be part of the Strategic / Tactical Business Recovery Group when strategic or tactical direction is required
- Proactively work with contractors, suppliers and partners to promote business continuity

- Share and receive best practice
- Provide support and commitment to the Risk Champion for their Department.

BUSINESS CONTINUITY OFFICER

- Coordinate Business Impact Analysis exercise/workshops to determine Business Critical Activities
- Develop a Business Continuity Plan template to be used across all Council services
- Provide guidance and advice to Service Managers when completing Business Continuity Plans
- Coordinate business continuity activities to ensure that the Council meets the criteria laid out in the Civil Contingencies Act
- Formulate and implement a corporate Business Continuity Education and Awareness Programme
- Validate Emergency Plans and Business Continuity Plans either in isolation or together to ensure they are workable, robust and effective
- Proactively work with Council Support Services to further the business continuity programme
- Share and receive best practise at internal and external events locally, regionally and nationally.

SERVICE MANAGERS / BUSINESS CONTINUITY PLAN HOLDERS

- Support the Business Continuity Management Programme
- Develop business continuity arrangements for their service area and ensure they are updated annually as an absolute minimum
- Participate in Business Continuity training, workshops and exercising to enable the development and testing of plans and arrangements
- Share and receive best practice wherever possible in relation to business continuity
- Promote business continuity to the staff within their service area
- Participate in BCM workshops and training
- Proactively work with contractors, suppliers and partners to promote business continuity
- Proactively look to mitigate risks of potential business exposures and vulnerabilities
- Practice and be prepared to execute your role as defined in your Business Continuity Plan

EMPLOYEES

- Seek out and understand their role in business continuity as defined by your manager
- Participate in BCM Workshops and training when invited
- Support the work of managers in relation to ensuring BC arrangements are robust and resilient
- Practise and be prepared to execute your role as defined in your team's Business Continuity Plan
- Proactively look for work to mitigate risks of potential business exposures and vulnerabilities
- Appropriately escalate potential weaknesses in Business Continuity processes

6.0 FURTHER INFORMATION

For further information or support in relation to Business Continuity please contact the Council's Business Continuity Officer within the Risk Services Section of the Council.