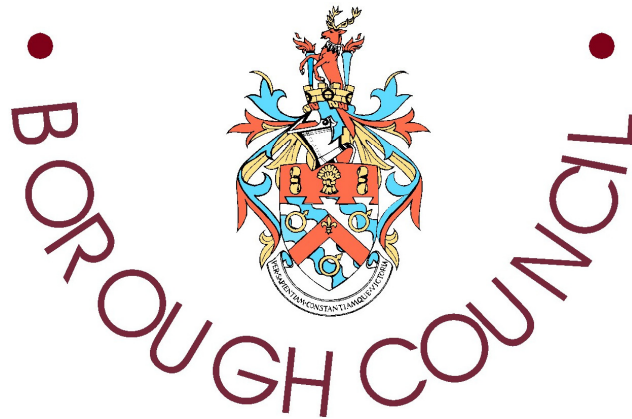


EREWASH



BUSINESS CONTINUITY PLAN

Strategy

DECEMBER 2011

CONTENTS

	Page
Foreword	<i>ii</i>
STRATEGY	
Context	1-1
Overview	1-1
Aim and Objectives	1-1
Core Business of the Council	1-2
Risk Identification and Mitigation Strategies	1-2
Roles of Risk Management Group	1-4
Data Quality	1-4
Overview of Process for Developing the Business Continuity Plan	1-4
Service Business Continuity Plans	1-4
Training	1-5
Distribution and Amendment	1-5
Review Process	1-6
Development Programme	1-6

FOREWORD

The Council's functions in providing services vital to the welfare of local people makes it essential to plan in advance how it intends to respond to events which may prevent it from operating normally. This planning will support the Council in identifying actions that prevent service failure, minimise interruption and ensure the prompt recovery of critical services as swiftly as possible.

It would be easy to concentrate on what residents may perceive as the 'larger' threats, such as terrorism or a fuel shortage, as they feature heavily in the media and can raise public concerns about our ability to cope in a crisis. But we also have a duty to look ahead to the less high profile but predictable problems, such as adverse weather conditions or loss of communications, power and water.

Risk assessments have been carried out nationally, regionally and locally to assess the likelihood and impact of external hazards and threats. As an emergency planning authority we need to ensure we have done everything necessary to prepare our services to cope.

The importance of our services to the community means that we must be able to continue providing core services effectively even when things go wrong.

At this stage the Plan concentrates on the Council headquarters' functions and looks at priorities and minimum staffing levels to continue critical service provision, but it will gradually be developed to cover all the Council's activities, partnership working and external suppliers.

It is important that this process, including evaluating and managing risks, should be integrated into the core activities of the Council. This will be done through a programme of awareness raising, training and exercises.

We encourage every service area to participate in and support the development of this forward planning so any problem which may arise can be handled with minimum interruption to retain the confidence of local people and organisations.

Jeremy Jaroszek
Chief Executive

Councillor Christopher Corbett
Leader of Council

STRATEGY

CONTEXT

The Civil Contingencies Act 2004 places a duty on the local authority to ensure that it has prepared, as far as reasonably practical, to continue to provide critical services during any disruptive challenge.

This Business Continuity Strategy provides the framework for the Plan to be implemented by the Council in order to mobilise its response and undertake work to prevent or mitigate the severity of potential interruptions.

The Plan identifies the recovery objectives, the structure for implementation, mitigating measures and the communication process to keep staff, partners and the public informed of necessary changes to service delivery.

OVERVIEW

The strategy adopted for development of the Business Continuity Plan can be summarised as follows:

- The Plan is an operational document designed for development and review, with close links to the relevant risk management programmes.
- The Plan sets out service delivery priorities, management structures and communications mechanisms to ensure an appropriate response to any interruption.
- The Plan is generic for the Council. It addresses the full range of the Council's functions and services, but the focus is on Ilkeston Town Hall, Long Eaton Town Hall, and Merlin House based functions, rather than all locations where the business of the Council takes place. The Plan will consider the interdependencies of different organisations, mutual aid and partnership arrangements.
- Specific plans have and will continue to be developed where the risk indicates sufficient likelihood of occurrence and the impact is seen to be severe. Similarly plans will be developed that set out the arrangements for the Council's major cross-cutting services and by services where appropriate.

AIM AND OBJECTIVES

The aim of the Strategy is:

- To support the Council in anticipating risks for the purpose of reducing them, or having flexible validated plans in place already tested to minimise interruption when unplanned events significantly interrupt normal business.

The objectives are:

- To identify preventative actions which reduce the risk of disruption to key services and using cost benefit analysis implement as appropriate.
- To establish arrangements to respond to serious disruption, allocating resources and priorities for action to recover critical functions and prepare for return to normal working as quickly as possible.

- To support the Council to communicate effectively during a service disruption.
- To ensure the Council can continue to exercise its functions in the event of an emergency.
- To identify the potential areas of vulnerability in Council services on a service area basis, in order to determine overall priorities for recovery of functions if disruption takes place.
- To build on good work already in place for risk management ensuring all existing plans are integrated into the overall framework.
- To ensure all Council service areas are involved in the preparation of the Plan, so that there is an effective and consistent response to service disruption.
- To have in place a process to review and update the overall Plan and develop service area, functional or specific plans where necessary in order to protect the services and reputation of the Council.
- To undertake training and awareness programmes for staff, elected members, suppliers and partners.
- To carry out regular tests of the Plan to validate the arrangements.

CORE BUSINESS OF THE COUNCIL

The Corporate Plan 2008-2012 sets out the Council's vision "*To put Erewash on the map – a 1st class Borough in which people have pride and where they choose to live, work and play.*" and has identified five aims to achieve this. Those aims are:

- a good place for all to live life to the full
- a safer and cleaner borough
- providing excellent customer focused services
- planning for a brighter future
- a well run council.

RISK IDENTIFICATION AND MITIGATION STRATEGIES

The services provided by the Council could be disrupted by a range of incidents. It is important to ensure that the risks that can adversely affect the organisation and its facilities are identified, evaluated and that appropriate control measures are in place to mitigate the risks. The following table outlines key risks and the generic risk mitigation measures to be implemented or developed. The risks will be managed through use of the Council's service area and corporate risk registers, which are all regularly reviewed and updated.

The Council, in partnership with the other Category 1 responder organisations in Derbyshire, risk assesses a range of potential hazards and threats which could lead to impacts on our communities in Erewash Borough and the services delivered by the Council. Such hazards may be site specific and localised or be affecting the whole country or region simultaneously. This process quantifies both the likelihood of such an event and its impacts on health, the economy, the environment and social impacts. Results are recorded and published on Community Risk Registers. For the highest risks, a range of mitigation measures, in the form of a "Risk Treatment Plan" have been identified and a programme of implementation agreed by the Derbyshire Local Resilience Forum. The risk profile of any area will change over time, as such these risk assessments will be reviewed annually to take account of new or emerging hazards and threats and where appropriate incorporated into this Plan.

Impact of the Risk	Cause	Risk Mitigation Strategies
Loss of key building	Fire/arson Vandalism Explosion Flood Storm damage/severe weather Terrorism Denial of access/inaccessible - legionella, asbestos, crime scene, gas leak, bomb alert, contamination or structural failure	<ul style="list-style-type: none"> • Security Risk Assessments • Risk Management Surveys and measures • Fire Risk Assessments • Legionella Programme • Asbestos surveys and monitoring programme • Monitoring systems • Health and Safety Risk Assessments • Training programmes • Security Measures eg CCTV, Premises Access Control • Planned maintenance • Environmental Management System • Condition surveys undertaken for all Council assets and 15 year investment plans produced • Health & Safety Protocol “PRO26 Emergency Procedures”
Loss of key infrastructure/ equipment/external services <i>Internal</i> IT system failure/loss <i>External</i> Loss of utilities - telecoms, water, power, fuel Supplier failure Failure of supply chains	Fire/arson Vandalism Theft Sabotage Terrorism Explosion Flood Accidental damage Denial of access/inaccessible infrastructure Contamination Technical Breakdown Drought Shortage or interruption to supply due to industrial action	<ul style="list-style-type: none"> • IT Disaster Recovery Plan and testing • Off-site data back-up • Network resilience • Telecoms resilience • Security measures (local/national) • Back-up generators/UPS at key sites • Secure networks • Network standards • National/Local Fuel Plan • National Telecom Resilience Programme • Procurement code of best practice
Loss of key staff	Flu pandemic Industrial disputes Strike action Lottery win Transport/travel interruption Severe weather Epidemics	<ul style="list-style-type: none"> • National/Local Flu Pandemic Plan • Negotiate agreements to protect key services • Succession planning for key staff • National/Local Fuel Plan

ROLES OF RISK MANAGEMENT GROUP

The Council's Risk Management Group, consisting of a representative from each service area, meets regularly to:

- Promote risk management awareness throughout the Council.
- Promote constructive partnerships between services whilst sharing information openly so as to instil a sense of corporate ownership.
- Evaluate and review the relative likelihood and potential impact of specific risks and identify proactive risk mitigation measures.
- Drive risk assessment within their own service.

DATA QUALITY

All officers must address in their plans, contingencies for the maintenance of data quality in terms of data used for performance management (BVPIs etc). This must address the security of electronic and hard copy data, back-up systems, alternative verification systems and the loss of key personnel.

OVERVIEW OF PROCESS FOR DEVELOPING THE BUSINESS CONTINUITY PLAN

The process is designed to ensure continuity management is a mainstream activity rather than simply an emergency response.

Directors were sent a series of structured questionnaires that were used to identify:

- Key activities
- Experience of business interruption and remedial action taken
- Interdependency of functions
- Existing security and risk mitigation measures
- Priorities and timescale for recovery of key activities to ensure priority can be given to business critical functions
- Minimum staffing and infrastructure needs to sustain business critical activities in emergency conditions.

The information gathered was subject to peer review at service level to seek a consistent approach to service prioritisation and a shared understanding of the overall needs.

The Plan was agreed by Executive on 11 January 2006.

SERVICE BUSINESS CONTINUITY PLANS

The process of producing Service Business Continuity Plans (SBCP) has been developed across the Council.

A Business Impact Analysis has been undertaken by each Service area and is the proactive identification and reduction of the potential threats to service delivery, following a major interruption occurring on one of the Council's service areas.

The analysis has been carried out for each service to reflect local issues and requirements. The involvement of service teams in this process has also helped to raise the understanding and the importance of forward planning. The key stages of the process are as follows.

- Identify the potential threats to service delivery of the loss of:
 - The building
 - Information and Communication Technology (boxes and wires)
 - Information systems (software packages) and data
 - Paper documents and records
 - Supplies
 - Key staff
 - Infrastructure.
- Determine whether each threat would have a high, medium or low impact on service delivery.
- Identify any controls already in place to mitigate each threat.
- Identify any further actions required to reduce each threat.
- Produce and deliver action plans for identified actions at both service and corporate level.

SBCPs have been developed and are maintained by the individual service areas and identify standard procedures as well as specific resources, local contact details and plans to relocate the team should this be necessary.

TRAINING

Training has taken place for those officers likely to be called on to lead the Business Continuity Management and Support Teams.

Similarly, staff from service departments leading on cross-cutting services (IT, accommodation, communications etc) that have a key role to play in the development of resilient service delivery arrangements have benefited from familiarisation training.

Table top exercises will be held regularly to test the Plan and add to the development work programme. Testing of the alert cascade will be scheduled on a six monthly basis.

A training schedule has been developed in order to continually enhance the knowledge and experience of officers to respond to a disruptive incident.

DISTRIBUTION AND AMENDMENT

This Plan is a controlled document. The current distribution is at prefix ii (Circulation). Amendment sheets will be issued in the form of replacement pages with a sign and return form to confirm acknowledgement. The Plan will be regularly reviewed and the Circulation (prefix ii) and Schedule of Amendments (prefix i) will be updated accordingly.

Document Security

The Operational Plan is a controlled document containing material classified as PROTECT which is to be used during an emergency.

PROTECT means that the document should be kept secure at all times when not in use - in a locked container in a secure building.

The information is registered under the Data Protection Act 1998 and should not be disclosed to any unauthorised person without permission.

Unauthorised copying of whole or part of this document including the maps contained within is not permitted.

When this Plan is superseded, replaced or the recipient no longer requires a copy it must be returned to the Emergency Planning Officer for destroying.

REVIEW PROCESS

This Plan was issued initially in January 2006 and will be reviewed six monthly to ensure that information on service functions, contacts and telephone information are kept up to date. Testing of the alert cascade will be scheduled in the opposite six months. This will therefore fall in line with the CCA requirement for plans to be reviewed every three months. It will be the responsibility of lead service officers to notify the Emergency Planning Officer of any significant changes that occur between these updates.

The outcome of training and exercises for this Plan will be incorporated into the annual review process. The Plan will be reviewed when there are significant structural re-organisations within the Council or if new duties or responsibilities are taken on.

The Plan will be reviewed annually against the Community Risk Register to ensure Business Continuity reflects the current assessment of likelihood of adverse events. In line with current legislation the Plan will need to be comprehensively reviewed every four years in parallel with the Community Risk Register, but this is intended as a maximum period and the Plan will remain a central management activity linked to risk management.

DEVELOPMENT PROGRAMME

A series of development actions will increase resilience for Business Continuity, a Development Programme outlining areas identified is in place. These will be subject to ongoing review and revision as Business Continuity Plan development takes place.