



URGENT BUSINESS

FRIDAY, 30 MARCH 2007

Please find enclosed Urgent Business Notices in connection with the following:

1. Business Continuity Policy and Overall Council Plan (Pages 1 - 32)

The Chief Executive (in consultation with the relevant Committee Chairman – Cabinet Portfolio holder) has been asked and has agreed to make a decision in accordance with the City Council's Urgent Business Procedure.

Details of the above decision and the reasons for urgency are set out in the attached Notice.

Additionally the Chief Executive (in consultation with the Chairman of the Overview and Scrutiny Committee) has been asked and has agreed to waive call-in in accordance with the Overview and Scrutiny Committee Procedure Rule 17(a). The Chairman of the Overview and Scrutiny Committee was in agreement with the decision to waive call-in.

Queries regarding these documents

Please contact Sharon Marsh, Democratic Services - telephone (01524) 582096 or email smarsh@lancaster.gov.uk.

Gillian Noall
Head of Democratic Services
Town Hall,
Lancaster LA1 1PJ

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Contact: Chief Executive
Telephone: (01524) 582011
Fax: (01524) 582161
Minicom: (01524) 582175
E-mail: MCullinan@lancaster.gov.uk
Our reference: CE/JS/UB45
Your reference:

CHIEF EXECUTIVE

Councillor Ian Barker,
Leader of Cabinet.

Town Hall
Dalton Square
Lancaster
LA1 1PJ

Councillor Eileen Blamire
Cabinet Member with Special
Responsibility for Emergency Planning

DX 63531

27th March 2007

Dear Councillor,

URGENT BUSINESS – BUSINESS CONTINUITY POLICY AND OVERALL COUNCIL PLAN

Members are requested to consider giving approval to the Council's new Business Continuity Policy and a new Overall Business Continuity Plan, in accordance with the Council's Urgent Business Procedure, details of which are set out within the attached report.

The urgency for this decision is that the Audit Commission requires approved Business Continuity plans and policies by 31st March 2007, and it is impracticable to defer the decision until the next appropriate meeting of Cabinet.

The recommendations are:

- (1) That both the Business Continuity Policy and the overall Business Continuity Plan be approved.
- (2) That the financial implications of fully implementing the plan be addressed in the next review of the Medium Term Financial Strategy and associated budget projections.

The approval of the Chief Executive in consultation with the Chairman of the Overview and Scrutiny Committee has been sought to this action in accordance with Overview and Scrutiny Committee Procedure Rule 17(a).

I would be grateful if you could complete the attached slip, signifying whether you are in agreement with the recommendation or not, and return it to the Town Hall as soon as possible. In the meantime, could you please telephone Jon Stark on 582132, or e-mail JStark@lancaster.gov.uk, with your decision.

Yours sincerely,

CHIEF EXECUTIVE**Enc.**

Mark Cullinan – Chief Executive

URGENT BUSINESS – BUSINESS CONTINUITY POLICY AND OVERALL COUNCIL PLAN

Councillor Consultation

*I am/~~am not~~ (***please delete as appropriate**) in agreement with the recommendations:

- (1) That both the Business Continuity Policy and the overall Business Continuity Plan be approved.
- (2) That the financial implications of fully implementing the plan be addressed in the next review of the Medium Term Financial Strategy and associated budget projections.

Signed: Ian Barker
Eileen Blamire

Name: Councillors Ian Barker and Eileen Blamire

Position Held: Leader of the Cabinet and Cabinet Member with Special Responsibility

Dated: 30.03.07

Chief Executive Decision

*I agree/~~do not agree~~ (***please delete as appropriate**) to exercise my delegated authority and approve:

- (1) That both the Business Continuity Policy and the overall Business Continuity Plan be approved.
- (2) That the financial implications of fully implementing the plan be addressed in the next review of the Medium Term Financial Strategy and associated budget projections.

Signed: Mark Cullinan

Chief Executive

Dated: 30.03.07

Please return to: Jon Stark,
Democratic Services,
Town Hall,
Dalton Square,
LANCASTER. LA1 1PJ

Ref: UB45

Contact: Chief Executive
Telephone: (01524) 582011
Fax: (01524) 582161
Minicom: (01524) 582175
E-mail: MCullinan@lancaster.gov.uk
Our reference: CE/JS/UB45
Your reference:

CHIEF EXECUTIVE

Councillor S. Langhorn,
Chairman of the Overview and Scrutiny Committee.

**Town Hall
Dalton Square
Lancaster
LA1 1PJ**

DX 63531

27th March 2007

Dear Councillor,

URGENT BUSINESS – BUSINESS CONTINUITY POLICY AND OVERALL COUNCIL PLAN

Members are requested to consider giving approval to the Council's new Business Continuity Policy and a new Overall Business Continuity Plan, in accordance with the Council's Urgent Business Procedure, details of which are set out within the attached report.

The urgency for this decision is that the Audit Commission requires approved Business Continuity plans and policies by 31st March 2007, and it is impracticable to defer the decision until the next appropriate meeting of Cabinet.

The recommendations are:

- (1) That both the Business Continuity Policy and the overall Business Continuity Plan be approved.
- (2) That the financial implications of fully implementing the plan be addressed in the next review of the Medium Term Financial Strategy and associated budget projections.

The approval of the Chief Executive has been sought to this action in accordance with Overview and Scrutiny Committee Procedure Rule 17(a).

I would be grateful if you could consider the immediate implementation of this course of action subject to the agreement of the Chief Executive to waive the right of call-in, in accordance with Overview and Scrutiny Committee Procedure Rule 17(a). Please complete the attached slip signifying your decision and return it to the Town Hall as soon as possible. In the meantime, could you please telephone Jon Stark on 582132, or e-mail JStark@lancaster.gov.uk, with your decision.

Yours sincerely,

CHIEF EXECUTIVE

Enc.

URGENT BUSINESS – BUSINESS CONTINUITY POLICY AND OVERALL COUNCIL PLAN

Chief Executive Decision

*I agree/~~do not agree~~ (***please delete as appropriate**) to this matter being treated as a matter of urgency in accordance with Overview and Scrutiny Committee Procedure Rule 17(a) and therefore not being subject to call-in.

Signed: Mark Cullinan

Chief Executive

Dated: 30.03.07

Councillor Consultation

*I agree/~~do not agree~~ (***please delete as appropriate**) to this matter being treated as a matter of urgency in accordance with Overview and Scrutiny Committee Procedure Rule 17(a) and therefore not being subject to call-in.

Signed: Stuart Langhorn

Name: Councillor Stuart Langhorn

Position Held: Chairman of the Overview and Scrutiny Committee

Dated: 30.03.07

Please return to: Jon Stark,
Democratic Services,
Town Hall,
Dalton Square,
LANCASTER. LA1 1PJ

Ref: UB45

URGENT BUSINESS

Business Continuity Policy and Overall Council Plan

Report of Corporate Director (Community Services)

PURPOSE OF REPORT			
To seek approval of the Council's new Business Continuity Policy and a new Overall Business Continuity Plan.			
Key Decision	<input type="checkbox"/>	Non-Key Decision	<input checked="" type="checkbox"/> Referral from Cabinet Member
Date Included in Forward Plan	N/a		
This report is public			

Recommendation:

1. That both the Business Continuity Policy and the overall Business Continuity Plan be approved.
2. That the financial implications of fully implementing the plan be addressed in the next review of the Medium Term Financial Strategy and associated budget projections.

1.0 Introduction

- 1.1 From November 2006 onwards the Civil Contingencies Officer has been working with all Council Services to prepare Business Continuity (BC) Plans to maintain critical services in the event of disruption from a variety of causes. In addition to this being good practice for councils to adopt it is also now a statutory requirement under the Civil Contingencies Act. The preparation and development of these plans and their later exercising, maintenance and revision need to be conducted in a framework created by a Council Business Continuity policy.
- 1.2 Similarly, if any plan is activated, the Service(s) concerned will need the support of other Council officers to maintain or restore services. The Overall Business Continuity Plan provides a framework and procedures for that support.

2.0 Proposal Details

- 2.1 The Audit Commission has advised the Council that Business Continuity will be assessed in May 2007. This assessment will be 'bold' and count towards the overall published report. However, plans and policies that have not been approved by 31st March 2007 will not count towards the assessment.

- 2.2 This draft BC Policy document is based on a policy from Blackpool Council. The policy document has been modified to reflect the different structures and responsibilities at this Council.
- 2.3 The draft Overall BC Plan has been produced to complement the Service BC plans that are currently being created. It provides structures and procedures, including the convening of a Business Recovery Group, to support any Service that activates their own BC Plan. The draft plan has been considered and contributed to by officers in the Council's BC Team.
- 2.4 Both the Policy and the Plan will be subject to a programme of regular review and revision.

3.0 Details of Consultation

- 3.1 The BC Policy has been considered and contributed to by the members of the Council's Civil Contingencies Group and overall BC Plan has been considered and contributed to by the members of the BC Team.

4.0 Options and Options Analysis (including risk assessment)

- 4.1 Option 1: Do not adopt a Business Continuity policy or the Overall Plan. Under this option the work done so far will not be recognised by the Audit Commission who will report that the Council is failing in this area.
- 4.2 Option 2: Approve both documents. If approved the documents will be placed on the Council Intranet. The Communications Manager is drawing up a strategy to promote both the policy and plan. They will also be available for the Audit Commission as evidence that the Council is complying with the Civil Contingencies Act.

5.0 Officer Preferred Option (and comments)

- 5.1 Option 2 is recommended. Although there is no legal requirement to have a policy there is a legal requirement to undertake Business Continuity planning and the policy demonstrates the approach to this and provides an appropriate framework. The Overall Plan complements and supports the Service plans currently in preparation.

6.0 Conclusion

- 6.1 Individual BC plans for the 13 Services plus the Management Team will follow the Policy and Overall Plan. These are currently nearing completion following considerable effort by the Services concerned and members of the Business Continuity Team. Once they are complete and also approved the Council will be in a much better position to deal with any unforeseen incident that threatens or disrupts the delivery of critical services. The development and training needs associated with implementation of the overall policy and plan are funded through the Civil Contingencies Budget. However, there may be additional costs associated with individual detailed Service Business Continuity Plans and these will be identified as the plans are developed.

RELATIONSHIP TO POLICY FRAMEWORK

The Council has long accepted that it has responsibilities for public protection. Those duties are now statutory under the Civil Contingencies Act and now also include Business Continuity. This is the maintenance of critical services during major incidents or internal disruption. Although there is no legal requirement to have a policy there is a legal requirement to develop Business Continuity plans and this policy has been written to ensure compliance with the statutory duties. The Overall Plan provides the basic structures, support and procedures for individual Service plans.

CONCLUSION OF IMPACT ASSESSMENT

(including Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)

The Policy and Overall Plan will not have any adverse impact on Diversity or Human Rights as they are frameworks for other plans produced by Services to operate in. The plan takes particular account of the welfare needs of Personnel and Health & Safety, supported by the HR Service being an integral part of the Business Recovery Group.

Legal & HR Services

The policy and plan will have a positive effect on Community Safety and Sustainability in ensuring the Council can continue to deliver critical services in a crisis situation. They will not have an adverse impact on Rural communities as both policy and plan are intended to apply throughout the Council area.

Corporate Strategy

FINANCIAL IMPLICATIONS

Whilst some budgetary provision has been made in the last two years' budget exercises to support Civil Contingencies Act requirements, there is currently insufficient provision within the Revenue or Capital budgets to support all the requirements of the Business Continuity Plan, should it be adopted. At present, whilst the plan provides the framework and procedures to support the maintenance and restoration of Services, the actual infrastructure and resources are not in place to allow this to happen.

The Business Continuity Team will need to quantify the cost of fulfilling the requirements of the plan and report back.

SECTION 151 OFFICER'S COMMENTS

Generally the Section 151 Officer would advise that in Members considering plans or policies, their estimated financial/budgetary implications should be assessed and reported to help inform decision-making. For Business Continuity this has not yet been completed but as highlighted above, it is expected that further budgetary provision will be needed to implement the arrangements fully. Members are requested to note this in reaching a decision. The Section 151 Officer would also advise that this aspect should be addressed in the next review of the budget and Medium Term Financial Strategy projections, due to be completed over the Summer.

LEGAL IMPLICATIONS

The adoption of the policy and implementation of the plan assists the Council to comply with the requirements of the Civil Contingencies Act. The plan particularly reminds staff of the need to keep records of decision-making and ensures these are maintained for future enquiry.

Legal & HR Services

MONITORING OFFICER'S COMMENTS

The Deputy Monitoring Officer has been consulted and has no further comments to add.

BACKGROUND PAPERS

Civil Contingencies Act 2004
Civil Contingencies Act
(implementation guidelines)

Contact Officer: Mark Bartlett

Telephone: 01524 582680

E-mail: mbartlett@lancaster.gov.uk



Lancaster City Council

Overall Business Continuity Plan

Version 0.04

March 2007

Civil Contingencies Service Area

Record of revisions

Revision date	Status	Outline of revisions	Made by	Approved by
1 st Approved Version 1.0		New plan	Mark Bartlett	

Circulation

Corporate

Chief Executive
 Corporate Directors (Community Services, Finance & Performance,
 Regeneration)
 Heads of Service – 13 copies (1 each)
 District Emergency Control Centre
 Council 24 hour Contact Centre
 Business Recovery Group – 9 copies (1 each)

Intranet

Civil Contingencies Section

Lancaster City Council
Business Continuity Plan

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Foreword

Under the Civil Contingencies Act, 2004, Lancaster City Council is a Category 1 Responder organisation and, as such, intends to fulfil all its responsibilities under the Act in terms of internal business continuity preparedness and external business continuity promotion.

This plan shows how the various Services of the Council will corporately prepare for and respond to any internal crisis, or other emergency situation, that affects the Council both in terms of maintaining core services during the situation and also returning to normality.

The plan provides a structure for Business Continuity planning and preparation and also to support any Service that needs to implement its own Service Business Continuity plan. This plan should therefore be read in conjunction with the individual Service plans and also the Council's Business Continuity Policy.

1.) Information

Civil Contingencies Act - Duties and expectations on local authorities

The Civil Contingencies Act 2004, and regulations made under it, came into force in November 2005. These established a new statutory framework for civil protection in the United Kingdom, replacing previous common law duties and discretionary roles and responsibilities.

The Council's Emergency Planning responsibilities under the Act are covered in the District Emergency Plan. In respect of Business Continuity the Council is defined as a 'Category 1 Responder and, as such, is required to put in place Business Continuity Management arrangements. In summary these responsibilities are:

- To put in place arrangements so that the Council can fulfil its responsibilities in a major emergency situation
- To put in place arrangements whereby the Council can continue to deliver core services during an emergency.
- To promote Business Continuity to the business and voluntary sectors

Through the Lancashire Resilience Forum the City Council has partnership arrangements with other local authorities and many of the responsibilities on promoting Business Continuity are being met in association with those partner authorities to minimise duplication of effort. However, the responsibility for creating and maintaining plans to respond and to continue to deliver services lies solely with this Council.

2.) Intention

This plan describes the overall structures and processes that have been put in place to deal with any Business Continuity event and how the Council will prepare for and respond to any internal crisis, or other emergency situation, that affects the Council both in terms of maintaining core services during the event and also returning to normality.

3.) Method

3.1) City Council Business Continuity Structures

The **Civil Contingencies Group** provides strategic direction for the Council's duties under the Civil Contingencies Act, both Emergency Planning and Business Continuity and meets regularly to consider strategic issues from either of these disciplines.

Civil Contingencies Service Area

A **Business Continuity Team**, comprising representatives that include Civil Contingencies Officer, Risk & Assurance Manager, Communications Officer, Property Services, Financial Services and Information Management, coordinates Business Continuity duties and assists Services in the development of their respective Business Continuity plans. The Team meets regularly to progress and coordinate Business Continuity preparedness within the Council.

In the event of any Council Service activating its Business Continuity plan the Business Continuity Team will meet as a **Business Recovery Group** to coordinate the response and assist the Service concerned in the delivery of its core services and the return to normality. Individual Services have also identified internal Business Recovery Teams to manage the situation and the return to normality.

3.2) City Council Service Business Continuity Plans

Plans to deal with loss of access to buildings, loss of IT or loss of utilities, failure of key suppliers/contractors or the possible mass abstraction of staff are held as follows:

- Hard copies of every Service plan are held in the Civil Contingencies Office at Morecambe Town Hall, in the District Emergency Control Centre (Democratic Services) at Lancaster Town Hall and in the Council's Emergency Call Centre at Cable Street.
- Members of the respective Business Recovery Teams hold hard copies of individual Service plans for the Service concerned.
- Electronic copies of every Service plan, minus personal staff contact details, can be viewed on the Intranet in the Civil Contingencies section.

The full list of Service Business Continuity plans comprises:

City Council Direct Services

Council Housing Services

Corporate Strategy & Communications

Cultural Services

Democratic Services

Economic development & Tourism – 2 plans
Tourism (Tourist Information Centres)
Economic Development (Palatine Hall)

Finance and Internal Audit

Health & Strategic Housing Services – 2 plans

Civil Contingencies Service Area

Recovery Team to maintain critical services and consider the return to normality.

In addition, through the Council's Emergency Call Centre the members of the Business Recovery Group should be contacted so that they can meet to discuss the provision of the appropriate support to the Service(s) affected.

3.6) 'Out of Hours' notification

In the event of an incident, that is likely to affect the operation of one or more Council Services, occurring outside normal working hours the Emergency Call Centre staff will consult the Business Continuity Plan for the relevant Service(s), contact and brief the appropriate senior staff member listed therein. If the decision is taken to activate the Business Continuity plan the Contact Centre will assist the Service(s) concerned to make the appropriate notifications to staff including the members of the Business Recovery Group.

3.7) Business Recovery Team

Where any Service Business Continuity plan is activated the Service concerned must form a **Business Recovery Team** comprising appropriate officers to deal with the incident, ensure the maintenance of critical services and oversee the return to normality. Details of the Business Recovery Team can be found in the relevant Service Business Continuity plan. The leader of the team will usually be the relevant Head of Service or, if not, an appropriate senior officer.

The Business Recovery Team will consider the relevant Service Business Continuity plan and oversee the implementation of the Actions contained therein.

Any actions requiring the opening of alternative accommodation, diversion of staff to other duties, central resources or additional funding will need to be brought to the attention of the **Business Recovery Group**.

3.8) Business Recovery Group

Any activation of a Business Continuity plan will also initiate the convening of the **Business Recovery Group**. Membership of this group is detailed at Appendix B and contact details are in the Stakeholder section of every Service's Business Continuity plan. This group's membership includes all the relevant Support Services to assist the maintenance of critical services and the return to normality. For widespread incidents, or those affecting more than one Service, it may be appropriate for this Group to be chaired by a member of the Council's Management Team. (A suggested draft agenda for the Group is shown at Appendix A).

The Business Recovery Group will:

- Prioritise the maintenance and restoration of Council services
- Coordinate the movement of Council resources

Civil Contingencies Service Area

- Approve the opening of alternative accommodation and coordinate its allocation
- Approve a Communications strategy for the incident and ensure the appropriate stakeholders are kept informed
- Approve significant expenditure in connection with the incident.

3.9) District Emergency Control Centre

Dependant on the nature of the incident that has affected services it may well be appropriate to activate the Council's **District Emergency Control Centre (DECC)**

The DECC is located in the Democratic Services' offices in Lancaster Town Hall. Its purpose is to oversee the Council response and act as a point for liaising with other agencies.

Further details about the DECC and its activation are contained in the District Emergency Plan.

If for any reason the DECC is not available, i.e. Lancaster Town Hall is affected by the emergency situation, there is a provisional agreement with the Lancashire Constabulary that the DECC can operate from the Training suite at Morecambe Police Station. The local police will need to be contacted by the senior Council officer on duty to make the necessary arrangements for this to take place.

4.) Administration

4.1) Finance

Any significant expenditure that may be incurred in maintaining critical services or the return to normality must be referred to the Business Continuity Group. The Financial Services representatives on the Group will ensure:

- Appropriate resources are identified and prioritised
- All possibilities of reimbursement, compensation and insurance claims can be considered
- All expenditure can be properly accounted for and audited
- Claims against the Government's Bellwin scheme can be considered.

4.2) Staff welfare

A significant emergency affecting Council Services may have an effect on the well being of Council staff. Human Resources are represented on the Business Recovery Group and any staffing issues will be brought to their attention to ensure the full range of possible support is made available where required. Through the Business Recovery Group the staff associations will be kept informed of developments and will have the opportunity to raise any concerns about individuals or groups of staff.

4.3) Logs and records

It has long been accepted in the legal system and courts that “if it isn’t written down or recorded it didn’t happen”

It is therefore essential that a full written or taped record of all decisions and actions be maintained throughout a Business Continuity incident. All managers must ensure they record consecutive numbered decisions, including time, date, background information and reasoning, for post incident reference.

Sample decision-making logs are contained in all Service Business Continuity plans, and in this document at Appendix C. Hard copy decision-making logbooks are kept in the DECC and these, or copied templates, should be used for this purpose.

Legal & HR Services will issue advice about appropriate arrangements for the collation and storage of all records after the incident concludes.

5.) Communications

5.1) Communications Strategy

A significant emergency affecting Council Services may well also impact on internal and external communications. Through the Business Recovery Group a **Communications Strategy** will be developed to ensure that staff, elected members, stakeholders and partner agencies together with the public are kept as informed as possible about the situation, the effect on any Services, alternative arrangements and the likely timescales for a return to normality.

5.2) Technical Communications

Technical Communications that may assist both the provision of critical services and the return to normality will include:

- The use of back up IT Server facilities, remote access and portable IT facilities
- Airwave radios – the Council has access to a small number of Airwave radios and the Business Recovery Group will approach partner agencies with a view to accessing further handsets if these are necessary for either maintenance of critical services or the return to normality.
- Mobile telephony. These are often affected by overload of systems during an emergency but a number of Council telephones have Access Overload Control (ACCOLC) and should continue to operate. Details of these telephones are available from Information Services.

6.) Health & Safety

Emergency situations may well affect the safety of Council premises. The safety of members of the public and Council staff must be borne in mind at all times.

If there is any doubt about the safety of a building the appropriate advice must be sought from Emergency Services, representatives at the scene, a Building Control officer and/or a qualified Health & Safety officer before any person is allowed to enter. Information affecting decision-making must be recorded.

The Line Manager(s) concerned must ensure that appropriate Risk Assessments are conducted before any temporary building is taken into use for Council purposes.

Appendix A

Draft Agenda for meeting of Business Recovery Group

This is a suggested agenda. It is not prescriptive and items can be added or deleted as required according to the circumstances prevailing. In the early stages of a crisis situation the Group may be expected to meet frequently – three times per day would not be unusual. As control of the situation improves the frequency of meetings can be reduced.

Persons present:

Chair

- Information Services Officer
- Information Management Officer
- Property Services Officer
- Financial Services Officer
- Communications Officer
- Legal & HR Representative
- Civil Contingencies Representative
- Risk & Insurance Representative
- Audit representative
- Others (detail)

Agenda

Review of Actions from previous meeting(s)

Situation update and Forward look

Assessment of issues arising

Progress reports from affected Services

Progress reports from Business Recovery Group members:

- Information Services
- Property Services
- Financial Services
- Legal Services
- HR Services
- Communications
- Civil Contingencies
- Risk & Insurance
- Audit

Agreed response

- Mutual aid and assistance (including national support)
- Emergency deployments of resources
- Crisis handling arrangements

Civil Contingencies Service Area

Prioritisation of Services
Recovery Management issues
Staff welfare issues

Communications

Internal briefing
Stakeholder management
Key Messages
Continuous information flow
Media briefing and public information messages

Any other items of business

Summary of agreed actions

Date/Time/Location of next meeting

Civil Contingencies Service Area

Appendix B

Business Recovery Group (As at January 2007)

NAME	JOB TITLE	OFFICE TEL	Out of Hours Contact details
Caroline Thompson	Information Management Officer	X2192	Via Council Emergency Call Centre 01524 67099
Tracy Barradell	Information Services Operations Manager	X2091	Via Council Emergency Call Centre 01524 67099
Graham Cox	Head of Property Services	X2504	Via Council Emergency Call Centre 01524 67099
Elaine Frecknall	HR Manager	X2076	Via Council Emergency Call Centre 01524 67099
Gill Haigh	Communications Manager	X2178	Via Council Emergency Call Centre 01524 67099
Lynne Armistead	Risk and Insurance Manager	X2141	Via Council Emergency Call Centre 01524 67099
Andrew Clarke	Accountancy Services Manager	X2138	Via Council Emergency Call Centre 01524 67099
Mark Bartlett	Civil Contingencies Officer	X2680	Via Council Emergency Call Centre 01524 67099
Bob Bailey	Principal Auditor	X2055	Via Council Emergency Call Centre 01524 67099

Civil Contingencies Service Area

This decision-making log template replicates hard copy log books retained in the District Emergency Control Centre. Log sheets should normally be handwritten, kept in duplicate, consecutively numbered, timed and dated.

Appendix C - Decision making log

POLICY LOG

DECISION REF:

OFFICER MAKING POLICY

DATE OF DECISION.....

.....

TIME OF DECISION.....

ROLE.....

POLICY

[Empty box for Policy details]

REASON(S)

[Empty box for Reason(s)]

OFFICER MAKING ENTRY (if different)

SIGNATURE OF OFFICER MAKING POLICY

.....
Date & Time

.....
Date & Time

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Business Continuity Management Policy and Framework Document

Version 0.04 – February 2007

Chief Executive
Lancaster City Council

Councillor
Lancaster City Council

Civil Contingencies Service Area

Business Continuity Policy – Lancaster City Council Version 0.04

Business Continuity Management: Introduction

Business Continuity Management (BCM) is a statutory requirement for the Council to undertake. BCM is also a critical element in the review of Council's performance as part of the Comprehensive Performance Assessment (CPA).

The Civil Contingencies Act 2004 requires the Council to have Business Continuity Plans to ensure that critical activities/services can continue to be performed as far as reasonably practicable in the event of any emergency or disruption and to fully recover all services to normality as soon as possible following the emergency or disruption.

BCM is a management led process that helps identify and plan against risks that could affect the smooth running of the Council's objectives, its infrastructure and services.

The Civil Contingencies Act, 2004 and its accompanying guidance highlights that Council Services should not only undertake and develop Business Continuity Plans, but should maintain regulatory compliance by undertaking the following:

Civil Contingencies Act, 2004 Business Continuity Requirements	Statutory Guidance (Sections)
Business Impact Analysis & Risk Assessment	6.14 – 6.16
Exercising of Business Continuity Plans	6.21 – 6.23
Training of Key Staff (undertaking Business Continuity Roles)	6.24 – 6.25
Review and Maintain Business Continuity Plans	6.26 – 6.28
Publication of Business Continuity Plans	6.29 – 6.31
Provide BCM advice and general assistance to the business and voluntary sector communities at large	8.1 – 8.22

The Civil Contingencies Officer will facilitate the implementation of BCM into Lancaster City Council and support Service Managers whilst delivering the stages in the table above.

The Business Continuity Programme is addressed in the remainder of this document, which is inclusive of:

- a) The Council's BCM Policy Statement
- b) The Delivery Plan identifying when and how, at a high level, BCM will be implemented across the Council.
- c) The Strategic Framework identifying who will be involved in the delivery of BCM, including Roles and Responsibilities

Definitions

The Business Continuity Institute defines Business Continuity 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”

Business Continuity Institute (BCI) 2001

In other words:

“The process of preventing, surviving and recovering from a crisis”

Lancaster City Council: Business Continuity Policy

Purpose

Lancaster City Council provides a diverse range of services both internally and to the communities of Lancaster, Morecambe and the wider Council area. These services are often critical to the livelihood of the local population and are fundamental to the success of the Council.

All our customers entrust us with providing services even in the event of a business disruption or emergency. Lancaster City Council recognises the importance of these services and is committed to their recovery and continuous delivery should a disruption or emergency occur.

The purpose of this policy is to establish Lancaster City Council's guiding principles of Business Continuity for our communities, our business and our employees.

Scope

This policy is to be applied across **all** services provided by Lancaster City Council.

Many services are of course provided by contractors or from partner organisations under a Service Level Agreement. It is appropriate, and for critical services essential, to ensure that any contractor or partner has an up to date, approved and tested Business Continuity Plan covering the services provided.

Policy

Lancaster City Council's objectives for Business Continuity are:

- To protect our employees, information and assets owned by or under the Council's control.
- To undertake a Business Impact Analysis Workshop programme that will assist in achieving a list of critical activities and recovery priorities.
- To 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.
- To build resilience into our day-to-day operations by:-
 - continuously assessing risk
 - where possible, reducing the likelihood of risks occurring and,
 - taking action to minimise the potential impacts of disruption.
- To develop, implement and maintain Business Continuity plans for each business function across the Council so that normal business can be resumed as quickly as possible following disruption to Council services.
- To test Business Continuity Plans at least once within a twelve-month period ensuring lessons identified are investigated and incorporated into the plans. Tests can be more frequent depending upon risk updates and criticality of that function.
- To maintain a policy of total cooperation with multi-agency organisations either during day-to-day business or during the event of an emergency

Civil Contingencies Service Area

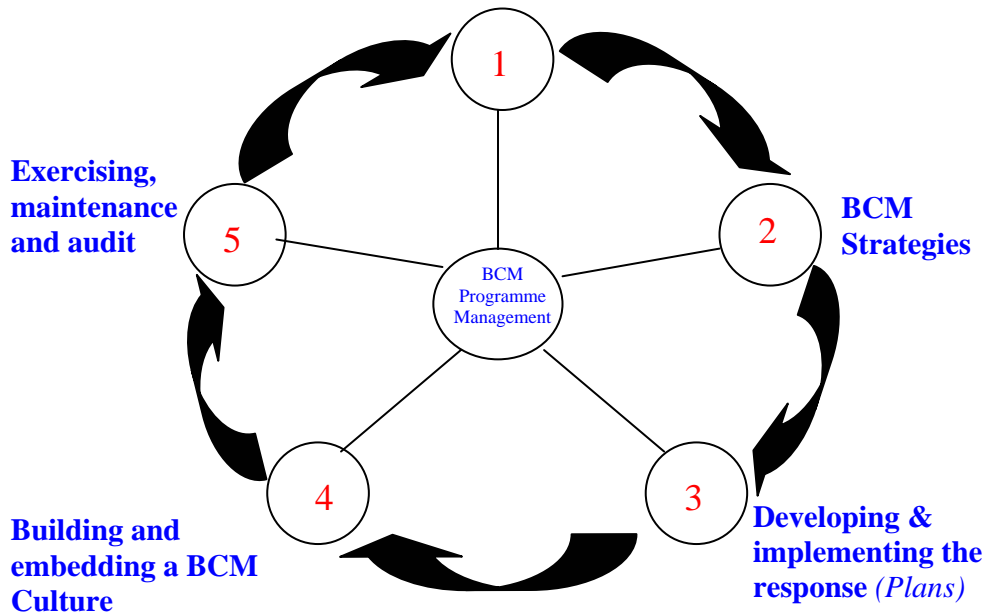
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- To share or receive Business Continuity best practise.
- To promote and encourage Business Continuity in the local community, to local business and voluntary organisations (cost recovery is permissible for this duty under the Civil Contingencies Act 2004)
- To meet statutory requirements as set out in the Civil Contingencies Act

Business Continuity Management: Programme Delivery

It is important to note that Lancaster City Council has only recently commenced its implementation of Business Continuity, and in its initial stages has addressed generic threats to the Council rather than conducting individual Service risk assessments. However, the programme of work to fully implement Business Continuity into the Council and to support achieving the deliverables as per the Civil Contingencies Act 2004, listed above, will take time and the activities below will be undertaken for every service within the Council as per the Business Continuity Institute Lifecycle.

The BCM Lifecycle *Understanding your Business (Business Impact Analysis & Risk Assessment)*



Risk Assessment

It is not intended to duplicate any effort that is already underway regarding risk assessments. We will look to build on processes already in situ across the Council therefore avoiding duplication.

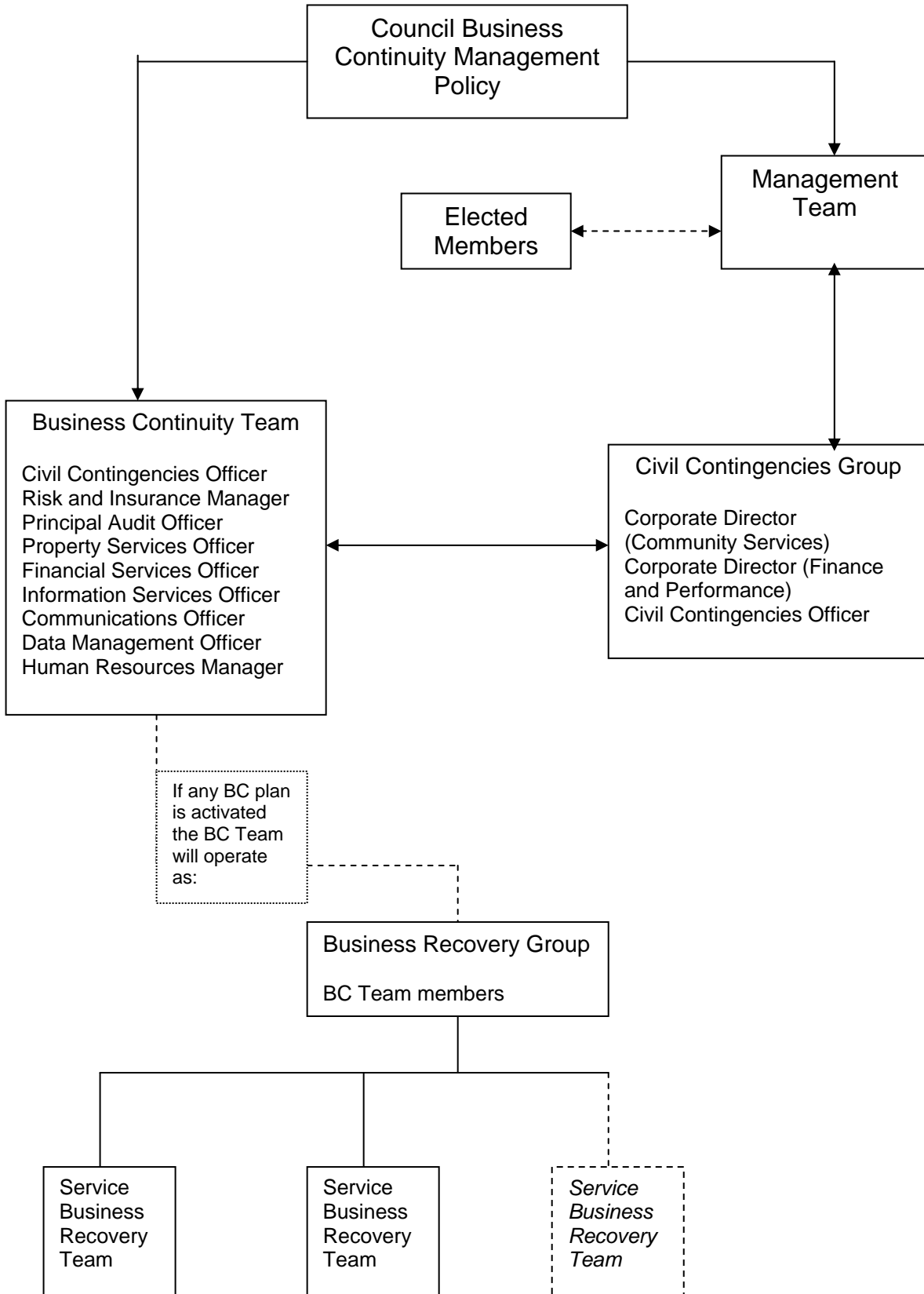
The BCM programme will concentrate on six areas of strategic risk:

• Building and Facilities Risk	• IT and Communications Risk
• Human Resource Risk	• Specific Equipment Risk
• Supplier and Contractor Risk	• Public Utilities risk

Civil Contingencies Service Area
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BCM Strategic Framework

The BCM Strategic Framework sets out the key roles and responsibilities of Individual Officers, Services and Employees within the Council.

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



Roles & Responsibilities

Business Continuity is an essential and continuous business activity, not just a technical exercise. Planning for the management of personnel, system and business disruptions should be an integral part of Services' work with the duties built into the annual work programme.

The Council intends to ensure that staff and stakeholders, and in some instances third party suppliers and partners, are engaged in the process to ensure the Council's success.

The Council has accordingly developed a structure to ensure Services are able to develop their own Business Continuity plans and that these are coordinated and resourced at senior level. Similarly, if one or more plans are activated to deal with disruption, the relevant officers will meet as Business Recovery Teams and Groups to facilitate an early return to normality.

Management Team

- Endorsement and Sponsorship for Business Continuity to be rolled out across all Council services (*Corporate Director – Community Services*)
- To approve the Business Continuity plans of individual Services and the overall Council plan (*relevant Directors and Chief Executive*)
- Responsible for ensuring Business Continuity implementation tasks are carried out for their departments and resourced accordingly (*relevant Directors and Chief Executive*)
- Responsible for ensuring each BCM plan is tested at least once within a twelve-month period and incorporate lessons identified into the plan. (*Corporate Director – Community Services*)
- Participate in Business Continuity Exercises where applicable (*relevant Directors and Chief Executive*)
- Approval of Critical Activities and prioritisation of services (*Chief Executive*)
- Participate in Strategic level Business Continuity Exercises where appropriate (*Directors and Chief Executive*)
- Lead or join the Business Recovery Group when strategic direction is required
- Ensure that Elected Members with particular responsibilities are kept informed on relevant aspects of Business Continuity
- Ensure the Council's BCM Policy is enforced for the benefit of the Council

Civil Contingencies Group

- To monitor and oversee the work of the Business Continuity and Emergency Planning Teams
- To provide corporate support and direction to these groups including the authorisation and allocation of resources and direction on maintenance of services
- To monitor the external provision of Business Continuity information in the City Council area
- To meet at least quarterly and on other occasions if required

Civil Contingencies Service Area
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Directors, Heads of Service and Principal Officers

- Participate in (where appropriate) and approve Business Impact Analysis Exercise to determine Business Critical Activities
- Approval of Critical Activities for their Service
- Responsible for ensuring each Critical Activity and Business Function within their service is covered by a Business Continuity Plan that is maintained
- Responsible for ensuring each plan is tested at least once within a twelve-month period and incorporate lessons identified into the plan
- Determine the membership of a Business Recovery Team for their Service
- Lead their Business Recovery Team in the event of the Business Continuity plan being activated
- Share and receive best practice

Civil Contingencies Officer

- 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
- Lead the Business Continuity Team
- Coordinate Business Impact Analysis exercise/workshops to determine Business Critical Activities
- 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
- Share and receive best practise at internal and external events locally, regionally and nationally

Employees

- Seek out and understand their role in Business Continuity as defined by their manager
- Participate in BCM Workshops and training when invited
- Practise and be prepared to execute their role as defined in the Service's Business Continuity Plan
- Proactively look for opportunities to mitigate risks of potential business exposures and vulnerabilities
- Raise potential Business Continuity weaknesses

This document should also be read in conjunction with the Corporate Risk Management Policy statement and the Emergency Planning Policy Statement.

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