



## **Business Continuity Management Policy and Framework Document**

Version 0.04 – February 2007

Chief Executive  
Lancaster City Council

Councillor  
Lancaster City Council

## **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:

<b>Civil Contingencies Act, 2004 Business Continuity Requirements</b>	<b>Statutory Guidance (Sections)</b>
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

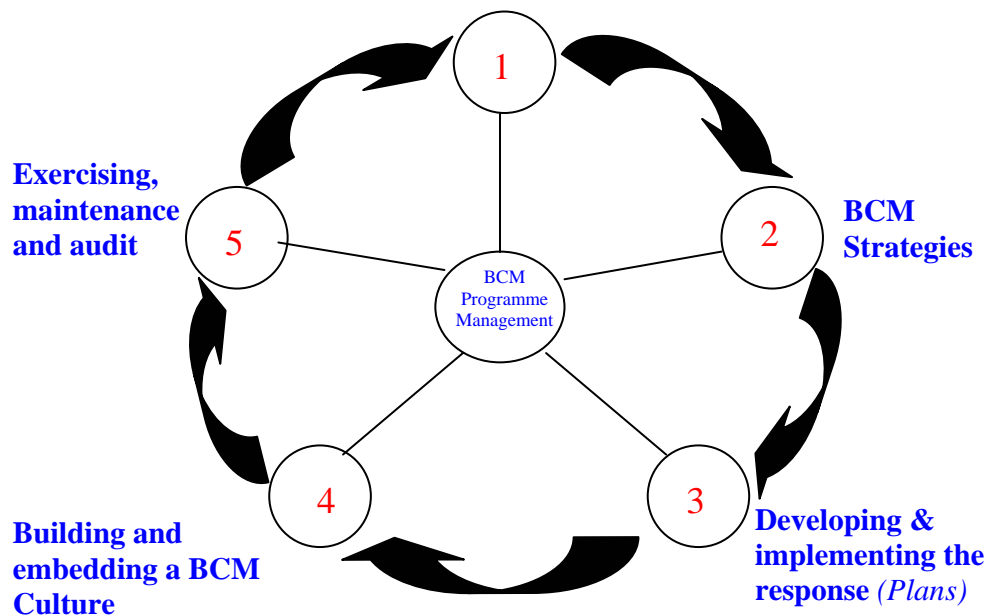
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- To share or receive Business Continuity best practise.
- To promote and encourage Business Continuity in the local community, to local business and voluntary organisations (cost recovery is permissible for this duty under the Civil Contingencies 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.

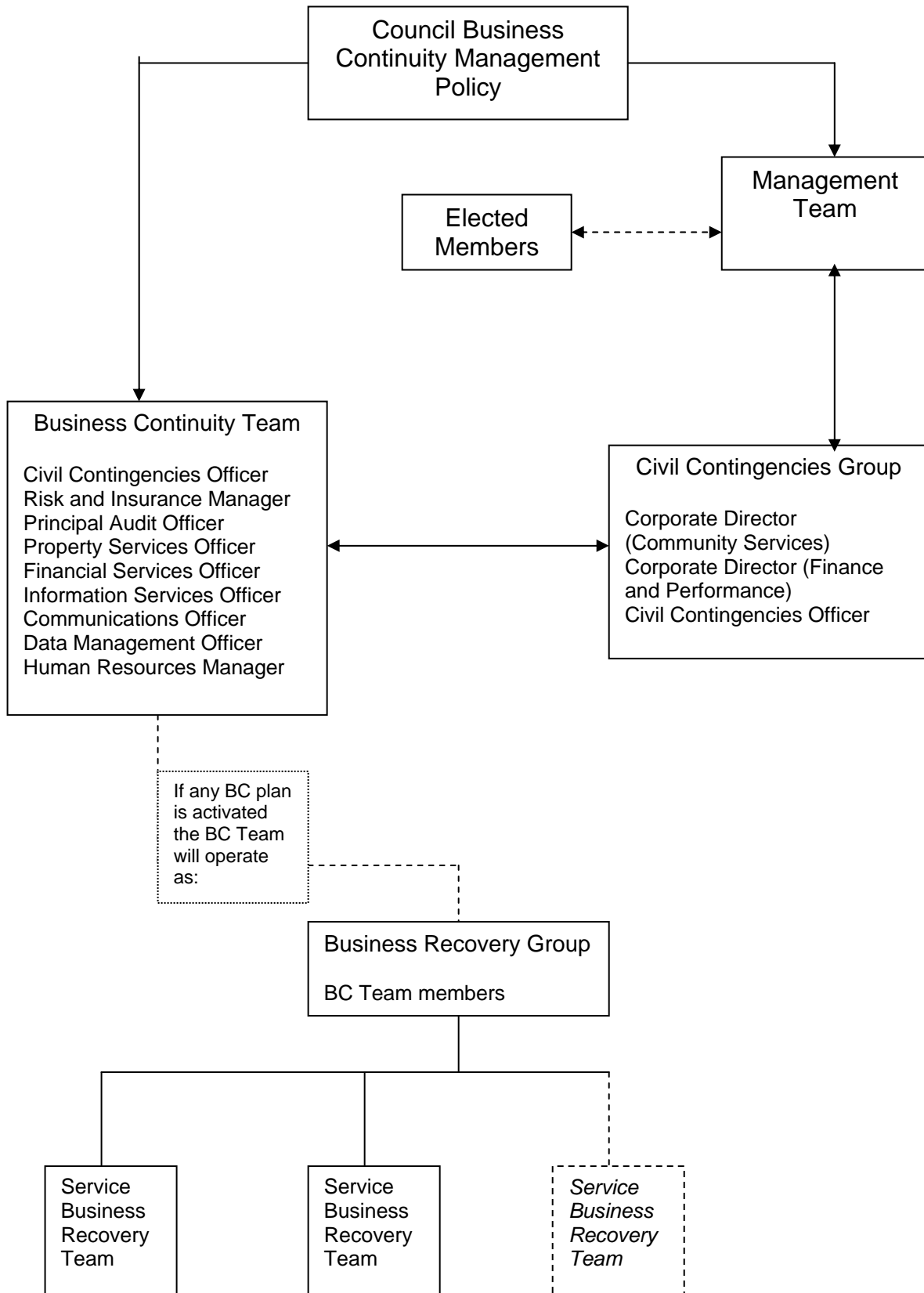
The BCM programme will concentrate on six areas of strategic risk:

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

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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

**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.