

For Information	
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Report to:	Joint Audit & Scrutiny Panel
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Report of:	DCC
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Agenda Item:	10

BUSINESS CONTINUITY MANAGEMENT REPORT (2014/15)

1. Purpose of the Report

- 1.1 To provide the Joint Audit and Scrutiny Panel with an up to date picture of business continuity management within Nottinghamshire Police.

2. Recommendations

- 2.1 That the Panel notes the current state of business continuity management within the Force and receives assurance as to the effectiveness of those arrangements and future plans for improvement.

3. Reasons for Recommendations

- 3.1 A report on business continuity management is provided to the Joint Audit and Scrutiny Panel every year to enable the Panel to consider the effectiveness of the Force's arrangements, as part of their wider scrutiny of corporate governance.

4. Summary of Key Points

Business continuity policy and strategy

- 4.1 The Force has in place a Business Continuity Policy (PS 170) and Strategy (CS 040), which were both revised during 2013 to align them with the international standard for business continuity management (ISO 22301).
- 4.2 The Association of Chief Police Officers (ACPO) has recommended 13 critical functions for police forces, which have been adopted by the Force as the basis of its Business Continuity Strategy. Those functions are (in no particular order):
- Receipt of 999 calls
 - Command and control
 - Response to emergency calls
 - Major incident response
 - Crime investigation

- Management of operational intelligence and information
 - Maintenance of public order
 - Security and protection
 - Custody management
 - Critical case progression and management
 - Community policy (reassurance)
 - Communications and media handling
 - Health, safety and welfare of officers and staff
- 4.3 Current Force policy requires all divisions and departments to maintain their own business continuity plans, based on a structured corporate approach that is built around planning for each of four specific risks:
- Severe winter weather
 - Pandemic influenza
 - Industrial action
 - Fuel shortage
- 4.4 Since the introduction of changes to the business continuity planning process and required documentation in 2014, approximately half of the Force's business areas have prepared updated plans. The most comprehensive and routinely tested plan is that belonging to Contact Management, which provides for the continuation of emergency call handling in the event of a loss of essential ICT, staffing or premises. The command and control system used by the control room is also prioritised by Information Services within their disaster recovery plans.
- 4.5 The Force's current policy and strategy are now being reviewed, for several reasons: the main aspects of each have been in place for several years; and circumstances have changed substantially both in terms of external risks and the internal structures of the Force.
- 4.6 The principal changes in policy that are under consideration involve a refocus of the Force's business continuity plans on critical functions (as opposed to all divisions and departments) and a simplification of planning documentation (to a more flexible and pragmatic approach that supports improved communication to stakeholders). This approach could then be supported by the provision of general business continuity advice to employees, relevant both to their working lives and their personal lives.

Business continuity test and exercise

- 4.7 Each plan owner is required to carry out at least one test of their business continuity plan every year, and record the outcome of that test.
- 4.8 In June 2014 members of the Force's Business Continuity Forum took part in Exercise Candle, a table top exercise based on an incident of industrial action and resultant civil unrest involving power station workers. Where necessary, business continuity plans were updated following a review of the exercise.

4.9 In September 2014, members of the regional business continuity forum organised Exercise Oceanus, designed to test the business continuity arrangements of the East Midlands Special Operations Unit (EMSOU) and specifically plans for the loss of access to Titan House. The exercise was coordinated by the Business Continuity Manager from Derbyshire Constabulary. The main learning points from the exercise were as follows:

- The EMSOU management team were able to respond in a coordinated and effective manner to each of the challenges posed during the exercise
- There was an absence of formally documented business continuity plans, which should be rectified as soon as practicable

4.10 A business continuity plan test and exercise programme for 2015/16 is currently in development.

Other business continuity matters

4.11 A current Force project is developing plans for a multi-agency Strategic Command Centre (SCC), which would be activated in the event of a major critical incident. This is likely to involve the SCC taking over existing office space at Force Headquarters, currently occupied by the Business and Finance department. In order to ensure that officers and staff continue to receive salary payments if this should happen, a review of business continuity arrangements is taking place which also considers the implications of the Multi-Force Shared Services (MFSS) collaboration project.

4.12 During 2014/15 the Force has also contributed to two important reviews of business continuity arrangements:

- A report to the Nottinghamshire Local Resilience Forum (LRF)
- The Cabinet Office bi-annual National Capability Survey (NCS)

5 Financial Implications and Budget Provision

5.1 There are no direct financial implications associated with business continuity management within the Force. However, if the Force wishes to provide basic business continuity training to specific individuals the typical cost of introductory training is likely to be around £1,000.

6 Human Resources Implications

6.1 Professional support for business continuity management is provided by one Strategic Support Officer within the Planning and Policy team (Business and Finance department), who has completed the Emergency Planning College (EPC) introduction to business continuity management course and who is also responsible for advising on risk management.

- 6.2 General responsibility for business continuity management forms an integral part of the job descriptions of individuals managing critical functions within the Force.

7 Equality Implications

- 7.1 There are no known equality implications associated with the implementation of business continuity management within the Force.

8 Risk Management

- 8.1 Business continuity management is closely linked to the management of risk. Whilst the Force will maintain business continuity plans for its critical functions in order to meet its statutory obligations, an awareness and assessment of current risks will enable those plans to take account of changing circumstances and will therefore lead to better and more effective business continuity plans.

9 Policy Implications and links to the Police and Crime Plan Priorities

- 9.1 See Section 4 above for an overview of current policy and proposed changes relating to business continuity management.
- 9.2 There is no specific reference to business continuity management in the Police and Crime Plan.

10 Changes in Legislation or other Legal Considerations

- 10.1 The Civil Contingencies Act 2004 places a statutory duty on all Category 1 responders (which includes the police) to maintain plans to ensure they continue to perform their functions in the event of an emergency, so far as is reasonably practicable. An emergency is defined as an event that threatens serious damage to human welfare, the environment or the security of a place in the United Kingdom. The qualification “so far as is reasonably practicable” means that in practice the Force is required to maintain plans for the continuity of its most critical functions to an acceptable level.
- 10.2 A review of the Force’s monthly Horizon Summary report has not identified any forthcoming changes in legislation that would affect current business continuity management arrangements.

11 Details of outcome of consultation

- 11.1 Initial consultation with members of the Force’s Business Continuity Forum has taken place as part of the review of current policy and strategy. The main learning points to have emerged so far are as follows:
- The Business Continuity Forum is a useful way of bringing key stakeholders together to consider relevant risks and issues, as well as to carry out tests of current plans

- The current approach to business continuity planning is rigorous and thorough, but may be overly complicated and could be made more pragmatic

12. Appendices

12.1 None.