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| For Information | |
| Public/Non Public* | Public |
| Report to: | Joint Audit & Scrutiny Panel |
| Date of Meeting: | 9th March 2017 |
| Report of: | DCC |
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| Agenda Item: | 04 |

BUSINESS CONTINUITY MANAGEMENT REPORT (2016/17)

1. Purpose of the Report

- 1.1 Present to the Audit and Scrutiny Panel a current update on the Force Business Continuity Planning process.
- 1.2 Inform the Panel that the Force Critical Functions are to be revised in line with the current risk environment.
- 1.3 Identify to the Panel that the Force Strategy, Departmental Template together with a formalised means by which critical functions are identified, along with supporting documentation have been revised and updated and are currently out for consultation
- 1.4 Reassure that the proposed approach incorporates effective guidance and governance arrangements recognising and incorporating regional/national good practice.
- 1.5 Taking account of the regional approach to Business Continuity give reassurance that the proposed approach will dovetail with any future regional collaboration in the tri Force programme.

2. Recommendations

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

3. Reasons for Recommendations

- 3.1 The existing Business Continuity approach and process are in need of revision to address and reflect the current risk landscape.
- 3.2 An efficient and effective risk / Business Continuity approach will enable the Force to be better equipped to deal with the disruption of Critical Functions.

- 3.3 To identify the time frame and resources required to enable Critical Functions to be recovered.
- 3.4 To identify any interdependencies, internally and externally that impact on Force Critical Functions ensuring that Contingency Plans are exercised and in place to address any potential disruption.
- 3.5 Improved governance arrangements will allow the Chief Officer Team, OPCC and other external bodies together with the public to be provided with assurance that Business Continuity is being managed effectively within the Force.

4. Summary of Key Points

- 4.1 The Policy and Procedure have been developed, taking account of consultation with internal and external colleagues who are involved in aspects of Business Continuity. They have also been drafted to meet the requirements of ISO BS22301 a recognised standard to identify and manage Business Continuity.
- 4.2 The revised documentation will enable the introduction of a more formalised review process and clarification of roles and responsibilities.
- 4.3 Key elements of the new Policy are:
 - To clearly identify Thematic and Departmental Critical Functions.
 - Ensure disruption preventative measures are embedded and tested.
 - To manage the consequence of any disruption.
 - To ensure continuation of Critical Functions.
 - Identify timescales and recovery levels in which they are to be recovered.
 - Identify roles and responsibilities of Business Continuity owners and managers, including identification of the Deputy Chief Constable as the owner of the policy.
 - To manage the return to normality, through where applicable, an identified Business Continuity Recovery Team.
- 4.4 Key elements of the revised Procedure are:
 - The use of an agreed Force wide Business Continuity template to apply to all appropriate Business areas of the Force.
 - Clearly defined stages in the Business Continuity process when Critical Functions are interrupted through loss of:
 - Staff
 - Accommodation
 - IT Systems
 - Communication
 - Vehicles
 - Stakeholders

- 4.5 It will result in Identified, documented and tested Business Contingency plans to address where Critical functions have been interrupted.
- 4.6 Key elements of the new governance arrangements include:
- 4.7 Identified Single Point of Contact (SPOC's) for each aspect of the business area together with establishing a:-

4.8 **Force Business Continuity Board (FBCB)**

The Board will:

Act as the governance body for all Business Continuity related issues.

- Approving strategies or plans produced on behalf of the FBCB.
- Achieving the Business Continuity objectives of the Force.
- Consider Business Continuity issues raised by the Force Business Continuity Coordinator.
- Monitoring and responding to changes in statutory requirements, minimum standards set by authoritative bodies and identified good practice.

The Chair of the FBCB will be the Deputy Chief Constable (DCC) or other person appointed by them.

Membership of the FBCB is decided by the DCC. It will include representatives of all Departments / Business Units who require planned Business Continuity arrangements including representatives from strategic partners where deemed appropriate. This Board to initially meet quarterly and then as directed by the DCC.

4.9 **Proposed Force Critical Functions (Business Continuity)**

- To maintain effective communications with the public
- To receive and respond to Emergency Calls providing an appropriate response to immediate incidents prioritising those at greatest risk due to vulnerability
- To continue to effectively investigate crime ensuring vulnerable individuals are quickly identified and receive a response appropriate to their needs
- Maintain the ability to deal with:
 - Major, Critical and Emergency Incidents
 - Serious Crime
 - Firearms Incidents
 - Serious Public Order
 - Fatal and Serious Road Traffic Collisions
- Ensure the health, safety & well-being of staff through the provision of effective training, equipment, support and governance to deal with operational challenges.

- To provide effective custody facilities and Critical Case Progression
- To deal effectively with all matters which impact upon community cohesion, or the credibility and reputation of the Force
- To provide effective command and control of incidents

Key documentation has been circulated to Heads of Department throughout the Force together with the Office of Police and Crime Commissioner (OPCC) in a period of consultation that concluded on the 8th February. SPOC's for each area have been identified, ensuring the updating and testing of the Plans on a regular basis co-ordinated by the Force Business Continuity Officer. Engagement has been made with Regional Forces and identified national good practice (South Yorkshire) to inform the approach

No testing of the Business Continuity Plans has been completed since the last report to the Audit Committee. Once the plans have been agreed, testing and exercising of the plans and approach will commence

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| 5 Financial Implications and Budget Provision |
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- 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 £1,400.

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| 6 Human Resources Implications |
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- 6.1 Professional support for Business Continuity Management is provided by one FTE (2 people) who also have the Risk portfolio and are based within Corporate Development
- 6.2 General responsibility for business continuity management forms an integral part of the job descriptions of individuals managing critical functions within the Force.

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| 7 Equality Implications |
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- 7.1 There are no known equality implications associated with the implementation of business continuity management within the Force.

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| 8 Risk Management |
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- 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.
- 9.1.1 There is no specific reference to business continuity management in the Police and Crime Plan, although continuation of Critical Functions at a time of disruption is vital in achieving any objective

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

Consultation as detailed was completed on the 8th February 2017. The documentation has been revised where appropriate in light of this consultation before completion and submission of the documents.

12. Appendices

- Appendix 1: Business Continuity Departmental Plan Format
- Appendix 2: Business Impact Analysis (BIA)
- Appendix 3: Business Continuity Completion Guide
- Appendix 4: Business Continuity – Roles and Responsibilities
- Appendix 5: Business Continuity Strategy
- Appendix 6: Force Continuity Board Terms of Reference