

Leicester  
City Council

# **Business Continuity Management Policy Statement and Strategy 2022**

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Leicester City Council

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# Business Continuity Management

## Policy Statement and Strategy 2022

### Business Continuity Management Policy Statement

Leicester City Council (LCC) is committed to implementing a robust and effective Business Continuity Management (BCM) system as a key mechanism to restore and deliver continuity of critical services in the event of a disruption or emergency. Disruptive events occur unexpectedly and such events could be **external** like severe weather, utility failure, terrorist attack or pandemic flu, or an **internal** incident such as ICT failure, loss of a major supplier or loss of a key building which could affect delivery of LCC's services. These events are usually low likelihood, but high impact which need to be planned for by implementing a robust, efficient and effective Business Continuity Management (BCM) system.

The Civil Contingencies Act 2004 places a statutory duty on the council (as a Category 1 responder) to ensure that it can:

- Respond to an emergency;
- Continue to support emergency response partners and
- Continue to provide critical services to the public.

By planning now rather than waiting for incidents to occur, we can resume normal business more effectively and efficiently. This is essential for those stakeholders who rely on council services and it helps communities retain confidence in the council. Planning means firefighting is kept to a minimum in a real incident, staff are able to handle situations better, service delivery is resumed at an acceptable level, reputational damage is managed and there is reduced potential for financial loss.

In a disruptive situation, it will not be possible to run **all** council services as normal. Priority for recovery will be given to those that are the most essential (business-critical services) – those that the Corporate Management Team (CMT) agree must be back up and running within 24 hours. All services and staff have responsibilities for ensuring the council continues to operate through any crisis. It is unrealistic to expect the entire service, critical or not, to be recovered immediately or fully following an incident. The key elements of the services affected should be restored followed by the non-essential elements when possible and that reasonable and practicable action is taken. Also, there will be instances where a dynamic risk assessment of the situation must be undertaken in order to make decisions which may not have been considered in the pre-planning stage because the unexpected happens.

The expectation is that all services whether deemed critical or not, should have a Business Continuity Plan (BCP) in place which aligns to the ISO22301 Standard for invocation in an incident.

**The BCM Strategy and Policy sets the framework for our BCM approach, key elements of which include:**

- Business Continuity Planning at LCC will be aligned with the International Standard for Business Continuity, ISO22301.
- The Incident Response Plan which is reviewed and updated annually;
- Business critical services are determined and agreed by CMT;
- Clear roles and responsibilities defined within both the Incident Response Plan and service business continuity plans which staff are fully aware of;
- Managers have responsibility for ensuring an effective service level BCP is in place for invocation (in line with the corporate standard) which is reviewed annually and as and when changes take place in the service;
- Corporate training provided to staff on BCM;

- The council will implement a programme of BCP testing exercises and learning will be reflected in plans.

The BCM Framework (Policy and Strategy) will be reviewed on an annual basis to ensure continued relevance and to assess that its aims and objectives are being met.

**Alison Greenhill**  
**Chief Operating Officer**

**Sir Peter Soulsby**  
**City Mayor**

# Business Continuity Management Strategy

## 1. DEFINITION

**Business Continuity Management (BCM) is defined as:**

*'A holistic management process that identifies potential threats to an organisation and the impacts to business operations that those threats, if realised, might cause, and which provides a framework for building organisational resilience with the capability for an effective response that safeguards the interests of its key stakeholders, reputation, brand and value creating activities.'*

### **ISO 22301 Societal security – Business continuity Management systems - Requirements**

BCM is about the council preparing for a disaster, incident or event that could affect the delivery of services. The aim being that at all times key elements of a service are maintained at an emergency level and brought back up to an acceptable level as soon as possible. Although the immediate response to a disruption is a key component, business continuity is also concerned with maintenance and recovery of business functions following such a disruption.

BCM is an ongoing process of risk assessment and management with the purpose of ensuring that the council can continue to deliver critical services if the risk materialises.

BCM is not simply about writing a plan, or even a set of plans. It is a comprehensive management process that systematically analyses the organisation, determines criticality of services, identifies threats, and builds capabilities to respond to them. It should become our 'culture - the way we do things'.

## 2. SCOPE

BCM is a cross-functional, organisation-wide activity; consequently, the arrangements in this strategy apply to all parts of the council.

Business Continuity will also apply to outsourced contracts, services as well as suppliers, service partners and other relevant stakeholders. This is covered in more detail in section 13. The aim is to ensure that business continuity practice is implemented so that the service provider is able to deliver acceptable standards of service following a disruption to the organisation or the supplying company.

## 3. IMPORTANCE AND BENEFITS OF BCM

The Civil Contingencies Act 2004 places a statutory duty upon the council and, as a Category 1 responder, Leicester City Council (LCC) has legislative requirement to develop and maintain plans to ensure that it can continue to exercise its functions in the event of an emergency so far as is reasonably practicable. In addition, a clear procedure for invoking BCP's should be in place. Plans should also be reviewed and tested periodically to keep them up to date. Training should be provided to those staff responsible for populating, invoking and reviewing BCPs.

The benefits of having a clear, unambiguous and appropriately resourced Business Continuity Management policy and programme include:

- **Resilience** - Proactively improves resilience when faced with the disruption to the council's ability to achieve its key objectives;
- **Reputation** - Helps protect and enhance the council's reputation as well as reducing the risk of financial loss;

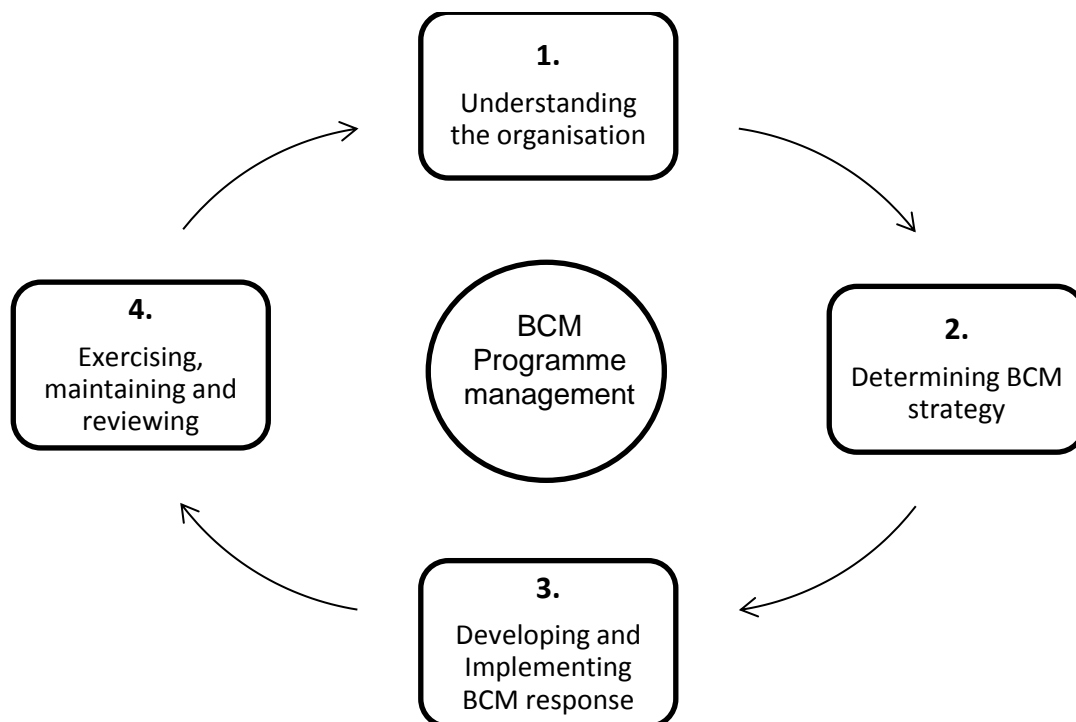
- **Business improvement** - Gives a clear understanding of the entire organisation which can identify opportunities for improvement;
- **Compliance** - Demonstrates that applicable laws and regulations are being observed;
- **Cost Savings** - Creates opportunities to reduce the cost of business continuity management and may reduce insurance premiums. Poorly managed incidents also leave the council and its officers exposed to insurance claims;
- **Delivery** - Provides a rehearsed method of restoring the council's ability to supply critical services to an agreed level and timeframe following a disruption;
- **Management** - Delivers a proven capability for managing disruptions which helps to retain confidence in the council.

BCM arrangements are effective only if specifically built for the organisation. The council's programme is aligned with the principles of ISO22301, the International Standard, and to BS11200 Crisis Management Guidance and Good Practice, a recent standard for Crisis Management which is reinforced by reference to the Business Continuity Institute's Good Practice Guidelines.

#### 4. METHODOLOGY

The ultimate aim is to embed BCM within the council's culture. Training and education is an ongoing task but awareness and capability is also a product of the structures put in place and the way we manage our programme.

##### Embedding BCM in the organisation's culture



## **Key stages in a BCM programme are:**

### **1. Understanding the organisation:**

This involves carrying out business impact analysis (BIA) and risk assessments to identify critical activities / functions, evaluate priorities and assess risks to service delivery (see below). This involves in-depth information-gathering:

- **BIA** – identify the critical processes and functions and assessing the impacts on the council if these were disrupted or lost. The BIA measures the impact of disruptions upon the organisation;
- **Risk assessment** – once critical processes and functions have been identified, a risk assessment can be conducted to identify the potential threats to these processes. Specific risks that would have a high local adverse impact are documented in service BCPs with details of contingency arrangements in place.

### **2. Determining an appropriate Business Continuity Strategy:**

This involves identification of strategies that support the timely and efficient recovery of services including making decisions based on analysis of data gathered in the above stage, setting recovery time objectives for services and determining resources required to mitigate loss, and assessment of effectiveness in maintaining the council's ability to deliver critical service functions.

#### **BCM strategies at LCC involve:**

- Implementing appropriate measures to reduce the likelihood of incidents occurring and/or reduce the potential impacts of those incidents;
- Taking account of mitigation measures in place;
- Providing continuity for critical services during/following an incident;
- Identifying key staff/teams who would be involved in a BCM response to an incident and accessibility to critical BCPs;
- Factoring services that have not been identified as critical in planning of BC;
- Consider, determine and set communication channels for implementation in an incident.

### **3. Developing and implementing a BCM response:**

The Incident Response Plan and service areas BCP pulls together the organisation's response to a disruption and enables resumption of business units according to agreed corporate priorities. The BCP ensures that the following actions are considered:

- The immediate response to the incident;
- The interim solutions for maintaining an emergency level of service;
- Reinstating full services.

### **4. Exercising, maintaining and reviewing:**

- **Testing and Exercise** – Testing ensures plans are in step with organisational changes and can be audited against defined standards. This enables the organisation to demonstrate the extent to which plans are complete, current and accurate and helps identify opportunities for improvement

- **Maintenance of BCPs** – Ensures the organisation’s BCM arrangements and plans are fit for purpose, kept up to date, quality assured and support an effective response.
- **Review and Lessons Learnt** - Assesses suitability and adequacy and effectiveness of the BCM programme and identifies opportunities for improvements. It is imperative that a debrief is held after any incident with the involvement of relevant parties, be it internal or external. Lessons learnt should be reflected by updating BCPs accordingly.

## 5. INVOKING THE INCIDENT RESPONSE PLAN

The Incident Response Plan is a high-level strategic response plan which is accessible to all ‘on call senior officers and other relevant staff’. This plan will not allow recovery of individual services but guides them to allow for the recovery of affected services, with the use of service area BCPs. The Incident Response Plan can be invoked by any member of the council’s Corporate Incident Response Team (CIRT) as defined within the plan itself.

**The Incident Response Plan can be triggered by serious situations such as:**

- Serious danger to lives and/or the welfare of council staff, Members, visitors or service users;
- Major disruption of council services or interruption of any of its business-critical activities (as listed in the Incident Response Plan);
- Serious loss or damage to key assets;
- Serious impact on the council’s financial status or political stability; or
- Emergency situations in Leicester, or the wider Local Resilience Forum area (Leicester, Leicestershire and Rutland).

## 6. CORPORATE INCIDENT RESPONSE TEAM

The council has put in place a 3-tier incident management structure: - the Strategic (Gold) and Tactical (Silver) teams have control of the situation and are authorised to take all decisions necessary. The Strategic (Gold) Team have overall control by overseeing, directing and authorising the work of the Tactical (Silver) Team who are managing the response and monitoring the actions for the Operational teams to implement.

The Incident Response Plan sets out this process in more detail. The constitution of the following teams can change as the BCM response unfolds which are:

### **Incident Response Team:**

- Comprises predominantly of those Directors and Senior Heads of Service who have responsibility for a defined Business Critical Activity;
- Manages and directs the council’s response to a serious incident affecting council services or assets;
- Comprises of the Strategic (Gold) and Tactical (Silver) teams;
  - **Strategic (Gold) Team** will act as a ‘check and challenge’ function and leads on communications (internal and external), workforce-related matters and directs noncritical services;
  - **Tactical (Silver) Team** will manage the Operational (Bronze) Recovery teams and keeps the Strategic (Gold) team informed of developments.



### **Recovery Teams:**

- Comprises principally of Heads of Service and their senior managers;
- Collective responsibility for resumption of critical services within their divisions by means of their own individual BCPs;
- Will be directed by and report back to the 'Tactical' (Silver) team.

The above establishes the command, control and communication system helping to ensure the organisation has clearly documented and well understood mechanisms for responding to an incident regardless of its cause.

## **7. MAINTENANCE OF THE INCIDENT RESPONSE PLAN**

It is crucial that the Incident Response Plan reflects ongoing changes within the organisation. This involves revising the document and amending to reflect updates, testing the updated plan, informing and updating the on-call team / authorised personnel. REBR will facilitate the maintenance of this plan and annually will ensure that this undergoes a formal / complete review which may lead to major revisions.

## **8. BUSINESS CRITICAL SERVICES BCPs**

Annually, the Business Continuity & Risk Officer / Manager, Risk Management circulate a reminder to business-critical services plan owners requesting a thorough update of the plan for submission to REBR. The Business Continuity & Risk Officer facilitates this process. Although, changes should be made to BCP's as and when new staff join or leave, to reflect office moves, procedures changing, a thorough review is expected annually, usually by the financial year end.

Each department is responsible for keeping its contact lists up to date and issuing off site documentation to new members of staff in their service areas BCPs. These revisions will need to then be distributed to all authorised personnel, who exchange their old plans for the newly revised plans.

## **9. LOCATING BCPS**

The Incident Response Plan and Critical Service BCPs are held securely on Resilience Direct (a secure Government IT platform within which LCC have a restricted area) as well as the restricted pages on MS Teams.

BCPs should be saved electronically and onto a memory stick (ensuring that the memory stick is an encrypted one). Holding paper copies is acceptable as this mitigates the risk of total loss of ICT, however, also being cautious of such a method as the plan will contain confidential information. All staff within teams should be aware who has access to their service area BCP. This will ensure smoother and faster recovery following an incident.

## **10. ROLES AND RESPONSIBILITIES**

The table below details the roles and responsibilities of those involved in the planning and implementation of BCM and invocation of plans.

City Mayor / Executive	<ul style="list-style-type: none"> <li>• Approve the council's Business Continuity Strategy and Policy Statement annually.</li> </ul>
Audit and Risk Committee	<ul style="list-style-type: none"> <li>• Ensure that the Business Continuity Strategy is produced, approved by CMT and the Executive and updated regularly;</li> <li>• Monitor effectiveness of Business Continuity Management (BCM) arrangements via reports from the Manager, Risk Management</li> <li>• Note the BC Policy &amp; Strategy</li> </ul>
Chief Operating Officer / BCM Champion	<ul style="list-style-type: none"> <li>• During an incident, lead the council's 'Strategic' (Gold) Incident response.</li> </ul>
Strategic and Operational Directors	<ul style="list-style-type: none"> <li>• Ensure the BCM policy, strategy and development plan is enforced and resourced appropriately;</li> <li>• Participate as required in management teams within the Incident Response Plan;</li> <li>• Ensure appropriate staff sit on the 'Strategic' (Gold) and 'Tactical' (Silver) Recovery teams within the Incident Response Plan;</li> <li>• Ensure each of their Service Areas has an effective and current BCP in place which is reviewed each year;</li> <li>• Annually self-certify that effective plans exist for all their services, that these plans remain current and 'fit for purpose'; and that any testing of those plans has been carried out (with the assistance and support of Risk, Emergency &amp; Business Resilience (REBR), if required);</li> <li>• Identify staff for training and keep themselves updated on BCM practice;</li> <li>• Embed BCM culture into the ethos of operational management</li> </ul>
Corporate Management Team	<ul style="list-style-type: none"> <li>• Approve the BC Strategy and Policy annually and ensure implementation</li> </ul>
Manager, Risk Management / Business Continuity & Risk Officer	<ul style="list-style-type: none"> <li>• Produce the Business Continuity Policy and Strategy and ensure it is reviewed annually;</li> <li>• Co-ordinate the BCM programme;</li> <li>• During an incident, co-ordinate the council's BCM incident response(s), supporting the COO as 'Strategic' lead;</li> <li>• Following an incident, facilitate the 'lessons learned' session(s);</li> <li>• Produce the Corporate BCM framework;</li> <li>• Make available best practice tools (e.g. templates);</li> <li>• Identify training needs and arrange delivery;</li> <li>• Support and advise service areas and LA maintained schools;</li> <li>• Facilitate the self cert process;</li> <li>• Facilitate testing and exercising of the council's BCPs when requested by Directors/their teams;</li> <li>• Quality control – review BCM arrangements for services;</li> <li>• Promote BCM in the community.</li> </ul>
All Heads of Service / Managers	<ul style="list-style-type: none"> <li>• Lead Business Continuity arrangements within their area;</li> <li>• Attend training commensurate with their role;</li> <li>• Identify staff from their teams that have a role to play in any recovery for suitable training;</li> <li>• Prepare a recovery plan covering all service delivery functions (priority for critical functions), update at least annually; and,</li> <li>• Implement the agreed arrangements in the event of a disruption.</li> </ul>
All Staff	<ul style="list-style-type: none"> <li>• Familiarisation with business continuity arrangements within their area;</li> <li>• Attend training commensurate with their role;</li> <li>• Engage with testing and exercising;</li> <li>• Respond positively during a crisis.</li> </ul>

## **11. BUSINESS CONTINUITY SELF CERTIFICATION**

Annually, all Directors will self-certify that BCPs are in place for all their services where the Manager, Risk Manager will facilitate the process and report to CMT.

## **12. MANAGING BUSINESS CONTINUITY INCIDENTS AND INCIDENT MANAGEMENT SYSTEM**

REBR support and advise service areas during a business continuity incident to help manage a response to an incident. Once an incident has concluded, REBR can assist with conducting a debrief and draw out any lessons learnt, involving relevant parties and gather feedback for distribution, and where necessary, services amend BCPs appropriately to reflect any changes.

On-call officers are regularly briefed by REBR on how to deal with internal and external incidents and its response. In addition, they are also briefed on guidance, plans and processes available to them to aid in the response to an incident.

REBR have access to an Incident Management System (IMS) to log incidents. This cloud web-based system is accessible anywhere as long as there is internet access and all entries on logs are timed, dated and include the name of the person completing the log. All key LCC responders are / will be given access to log entries during an incident. This is to be used for all major and minor incidents and may help for discussion points when conducting the debrief.

## **13. BUSINESS CONTINUITY AND PROCUREMENT**

Contracts for goods and / or services deemed critical to business continuity should include a requirement for each nominated supplier to give an assurance and evidence that robust BCP arrangements are in place covering the goods and/or services provided. When procuring for goods and/or services, the need for business continuity requirements in the specification and/or evaluation criteria must be considered.

## **14. BCM IN THE COMMUNITY**

The council will participate in appropriate practitioner groups and work with partner agencies to promote BCM in the community including schools and will advise and assist local organisations with their BCM arrangements. Both the Business Continuity and Risk Officer and Manager, Risk Management regularly attend School Business Manager meetings to promote BCM and offer services such as reviewing of school BCPs as well as facilitating desktop exercises to test their plans.

## **15. MULTI-AGENCY BUSINESS CONTINUITY GROUP**

The Manager, Risk Management will continue to chair this group which involves partner agencies such as emergency services, utilities, voluntary organisations. These meetings highlight how partner agencies respond to an incident and its business continuity implications.