



# MID SUSSEX DISTRICT COUNCIL

## BUSINESS CONTINUITY PLAN

V1.8



## Foreword

The Council's Business Continuity Plan contains procedures and guidance for the strategic, tactical and operational management of disruption to our normal working practices. This plan has been subject to a major revision following a full review process in line with good practice, which took place between 2011 and 2013.

This Business Continuity Plan consolidates the preparatory work undertaken by Mid Sussex District Council's Business Unit Leaders to ensure that the organisation will continue performing its most critical activities during and after disruptive incidents.

In each service area, the impact of disruption has been examined in terms of the Council's:

- Corporate Priorities
- Customer Service Standards
- Statutory Duties
- Financial Performance
- Reputation

The Council has adopted this Statement of Main Purpose:

To be an effective Council delivering value for money services and helping to create a strong economy, environment and community.

The Council's corporate priorities are as follows:

- Effective and responsive services
- Sustainable economic growth
- Strong and resilient communities
- Financial independence.

As part of the corporate planning process, certain 'flagship' activities are identified under each of the above priorities and the Council will commit to achieving them each year.

Should disruption affect our premises, staff, members, contractors or suppliers, Mid Sussex District Council will continue to provide services to customers, whilst giving priority to those most at need in our community.

The intention of this plan is to provide a framework for the Council's Management Team to oversee the response to and recovery from a disruptive incident and prioritise the continuation of essential services and functions in challenging circumstances.

This plan will be reviewed annually by the Emergency Planning Manager with oversight from the Corporate Safety and Risk Management Group.

## **Mid Sussex District Council Business Continuity Policy Statement**

Business continuity can be defined as “The capability of an organisation to continue the delivery of products or services at pre- defined acceptable levels following a disruptive incident”. (BCI Good Practice Guidelines 2013)

The Council has legal duties under the Civil Contingencies Act 2004 to:

- make business continuity arrangements
- promote business continuity to local businesses and voluntary organisations

The Council’s approach to business continuity management is facilitated by the Emergency Planning Manager, overseen by Senior Management Team in consultation with the Corporate Risk Management Group.

The aim of the Council’s BCM Programme is identify the main threats which have the potential to disrupt our business operations and devise measures to mitigate their impact.

The objectives of the Council’s BCM Programme are to:

- Promote the continuity of services with priority given to the most critical activities
- Facilitate alternative working arrangements that are safe and secure
- Enable recovery in the shortest possible time

The intention is for business continuity to be embedded in our day-to-day working practices, so that a cycle of continual improvement involving analysis, planning, training, exercising and review of our approach is created.

By implementing the BCM programme, the Council will be better prepared for disruptive incidents. Officers will examine the possible impacts of service disruption and make plans to respond to incidents.

All services provided by the Council are expected to have the capability to operate effectively during disruptive incidents and swiftly return to normality. The Council’s approach to procurement provides that the same standards are expected where services are provided by contractors or third party suppliers.

The Council will strive to continually improve resilience across the entire organisation. As part of our business continuity planning, certain services (as identified in our Business Continuity Plan) have been given priority for recovery based on their importance to our organisational objectives and the community.

**Kathryn Hall**  
**Chief Executive**

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## Record of Amendments

Amendment Number	Amended section (s)	Date
1	Major revision following review	April 2013
2	Minor Revision to reflect organisational changes	January 2016
3	Minor Revision to reflect organisational changes	August 2016
4	Minor Revision following Exercise Red October	October 2016
5	Minor Revision to include new corporate priorities	April 2017
6	Minor revision to include the 'Move to Critical'	May 2017
7	Review and update	April 2018
8		
9		
10		

## **1.0 INTRODUCTION**

### **1.1 Background**

Within any organisation, normal business can be disrupted at any time. These disruptions can be caused by:

- the loss of staff or contractors – e.g. due to illness or industrial action
- the loss of facilities, equipment or premises – e.g. due to fire or flooding
- the loss of infrastructure – e.g. power cut, IT failure, fuel disruption
- an interruption to the supply chain – due to any of the above.

Managers should therefore prepare by identifying where their business may be vulnerable, assessing the likelihood and impact of interruptions and devising plans to respond and recover effectively.

Mid Sussex District Council provides services to the public from its offices at the Oaklands Campus in Haywards Heath.

The normal hours of operation for front-line customer services are Monday – Thursday from 08:45 to 17:15 and on Friday from 08:45 to 16:15. Some staff are contracted to work during evenings and weekends as determined by their service plans and certain officers are on-call to respond to urgent incidents, which may arise out-of-hours.

During weekday evenings, there is a regular programme of Council meetings to enable the 54 elected members to debate policies, make decisions and scrutinise performance.

The District Council is a Category One Responder under the Civil Contingencies Act 2004 and has a legal duty to make business continuity arrangements, to cope with the response to a major incident in Mid Sussex. The Council is also required to support the community throughout the recovery from a major incident, which could test the resilience of services for some considerable time after any such event.

The generic procedures within this Business Continuity Plan are intended to enable an effective and co-ordinated response to a disruptive event involving the Council's business premises, staff, members, contractors or suppliers.

Business Unit Leaders are required to formulate and maintain specific business continuity plans for their service areas. Managers should hold the contact details of all staff, contractors and suppliers critical to service delivery. Essential data should be backed up in a secure, off-site location. Alternative working locations (e.g. home working) should also be considered, where applicable. See Part 2 for further information.

The following MSDC documents have influenced the formulation of this plan:

Corporate Plan	Organisational Structure	Emergency Plan
Out of Hours Manual	Mid Sussex Community Risk Register	Evacuation Plan

## **1.2 Aim of this plan**

The aim of this plan is to enable the Council's Senior Management Team to make informed strategic decisions during significant disruptions to normal business and to enable other key officers to provide the tactical and operational response to incidents.

## **1.3 Objectives**

The objectives of this Business Continuity Plan are to provide a framework for managers which: -

- Mitigate the impact of disruptive events
- Promote the continuity of services with priority given to critical activities
- Facilitate alternative working arrangements that are safe and secure
- Enable recovery in the shortest possible time

## **1.4 Scope**

This plan will identify procedures for deploying resources to facilitate business continuity at Mid Sussex District Council during the response to (and recovery from) a disruptive event. These procedures can also be applied to minor incidents as necessary (see 1.10).

Part 1 of this plan defines the strategic and tactical procedures for business continuity at Mid Sussex District Council. Part 2 contains templates to assist the Council's Divisional (DLs) and Business Unit Leaders (BULs) in preparing specific business continuity plans for their service areas. During a major incident, the procedures within this plan should complement but not supersede those specified within the Council's Emergency Plan.

## **1.5 Assumptions**

In the formulation of this plan, it is assumed that the Council's services have been risk assessed by the relevant Divisional and Business Unit Leaders and mitigation measures to enable business continuity have been identified and tested.

BULs are required to conduct a Business Impact Analysis (BIA) for their service area to ensure that the Council's legal duties, financial well-being, reputation, customer service standards and core objectives are not unduly affected by disruption.

These BIA's will be collated by the Emergency Planning Manager and certain activities (critical functions) will be given strategic priority for recovery based on the information provided. This process is overseen by the Council's Management Team in consultation with the Risk Management Group.

For this plan to be invoked, it is assumed that an incident is likely to interrupt business activities for at least one working day, and that a normal operational response will be insufficient to enable recovery in the required time. Where staff shortages are referred to, the assumption is that a 50% reduction in normal staffing levels is experienced.

## **1.6 Distribution**

An electronic version of this plan is held on The Wire intranet site and the M drive, to which all MSDC staff have access.

## **1.7 Audit & Review**

These business continuity arrangements are subject to periodical inspection by the Council's internal auditors.

The Emergency Planning Manager will review the plan annually and will notify the Corporate Safety & Risk Management Group of any amendments. Interim updates will be issued if there are any significant disruptive events, changes to the organisation's structure/priorities, or alterations to the working environment.

## **1.8 Training & Exercising**

The Emergency Planning Manager will be responsible for raising awareness about Business Continuity within the organisation. Management Team and BULs will be briefed on the contents of this plan and best practice approaches to BCM. BULs will be expected to brief their teams about the importance of business continuity.

The Emergency Planning Manager will be responsible for exercising business continuity arrangements within the organisation. In the absence of a disruptive event, it is recommended that each Business Unit review their BC arrangements at least once a year.

Following an exercise or disruptive event, the relevant BUL or Divisional Leader will be responsible for producing a de-brief report to identify any lessons learned and devising an action plan to improve resilience.

## **1.9 Types of Disruptive Event**

Minor – interruption affecting small number of services for a short period of time – e.g. a one day strike, single office failure, short-term power cut or weather event. These may stretch resources beyond a normal operational response and require tactical co-ordination.

Major – interruption affecting the whole organisation and possibly the wider area for a longer period of time – loss of Oaklands office facilities, prolonged strike action, flu pandemic or a raising of the national threat level. Such incidents would require strategic oversight from senior management and other emergency plans may also be invoked.

It should be noted that disruptive events can be sudden onset/unforeseen (e.g. fire at premises or power cut) or slow onset/foreseen (e.g. strike action, severe weather,

pandemic). An example of an unforeseen major incident was the major fire which destroyed 85% of the offices of South Oxfordshire and Vale of White Horse District Council Offices in January 2015.

### 1.10 Risk Assessment

The Mid Sussex Community Risk Register identifies the main local hazards and threats according to the likelihood of them occurring and the impact they could have. In business continuity terms, the top risks to MSDC are as follows:

Threat	Implication for 'Business as Usual'
Severe Weather	Availability of staff or contractors, service interruptions
Pandemic Flu	Staff shortage
Local Pollution Incident	Evacuation or loss of Office Facilities
Local Industrial Accident	Evacuation or loss of Office Facilities
Loss of Critical Infrastructure	Power cuts, IT failure, fuel shortage
Transport Accidents	Gridlock, staff shortage, supply chain problems
Industrial Action	Availability of staff or contractors

**IMPACT**

<b>5. Severe</b> Disruption > 1 month			Loss of premises	Prolonged Industrial Action	
<b>4. Significant</b> Disruption < 1 month			Flu pandemic	Prolonged loss of critical infrastructure – power, IT, fuel	Supply Chain Interruption
<b>3. Moderate</b> Disruption < 1 week			Local Pollution Incident	Local Major Incident 'Critical' Terror Threat Level	Severe Weather Single Office Failure
<b>2. Minor</b> Disruption < 2 days				Denial of access to premises (short-term)	Transport Disruption Industrial Action
<b>1. Negligible</b> Disruption < 4 hours					Evacuation/ Short-term Power Outage
	<b>1. Negligible</b> 0.005% 1:20,000	<b>2. Low</b> 0.05% 1:2000	<b>3. Medium</b> 0.5% 1:200	<b>4. Moderate</b> 5% 1:20	<b>5. High</b> 50% 1:2
<b>LIKELIHOOD OF OCCURRENCE IN 5 YEAR PERIOD</b>					

Risk Rating Key		
Low	Monitor	
Medium	Monitor & manage	
High	Plan to eliminate, reduce or at least mitigate.	
Very High	Priority for attention, make specific arrangements	

### 1.11 Business Impact Analysis (BIA)

BULs are required to complete the Business Impact Analysis (BIA) Questionnaire for their service area. This identifies the critical functions of each Business Unit and examines the severity of interruptions over set time periods.

The impact of such interruptions is assessed according to the Council's:

- Reputation
- Corporate Priorities
- Statutory Duties
- Financial Well-being
- Customer Service Standards

Data from the Business Impact Analysis will be used to prioritise services for recovery following an interruption.

The information from the BIA should also inform decision making as to which activities could be temporarily suspended to allow critical functions to continue during disruption. See Chapter 3 and Appendix 2.

### 1.12 Vulnerability - Loss of Premises, Power or ICT

MSDC is heavily reliant on the Oaklands Campus to perform its critical functions satisfactorily. This reliance varies from providing offices and meeting rooms for staff and members, as well as front-of-house facilities for the general public.

All Business Units are heavily dependent on ICT systems and applications in order to deliver their services. The Campus has a single data centre and a single network presentation to the internet. There is no fire suppression system in the data centre.

The loss of the IT servers (e.g. due to fire) would lead to the communications network (data and phones) being unavailable for several days.

In addition to this, telephony infrastructure is located in the lowest part of the building, leaving it potentially vulnerable to flooding, although this risk has been mitigated to some extent.

The Campus is served by a single mains electricity supply and currently has no emergency generator to power the offices or ICT systems, so a prolonged power failure could also cause severe disruption to services.

All of these risks are single points of failure; any one of these risks becoming a reality could cause a loss of ICT service availability to the whole organisation and severely

disrupt internal and external communications.

The Council remains vulnerable to disruption until mitigation measures (e.g. fire suppression or emergency generators) are sourced. See Chapter 3.

## **2.0 Activation, Management & Co-ordination**

### **2.1 Activation - This plan will be activated in the following circumstances:**

- 1) A sudden onset incident causing significant disruption to the majority of services which is likely to last for at least one working day.**

Initial Action:

- If necessary, evacuate Oaklands Campus as per the Council's Evacuation Plan.
- Following evacuation, the Incident Officer will advise a member of MT to invoke this plan if the incident is likely to cause significant disruption to services.
- If strategic management is required, MT will convene a meeting of Business Continuity Management Team (BCMT) to assess the situation and provide a statement of intended action.

- 2) A foreseen/slow onset incident causing significant disruption to the majority of services and likely to last for at least one working day:**

Initial Action:

- Advance planning & risk assessment – DLs and BULs to convene and assess the likely impact and implement mitigation measures as necessary. Consider alternative working arrangements and communications strategy.
- DLs and BULs report concerns to MT and priorities for support identified.
- If strategic management is required, MT will convene a meeting of Business Continuity Management Team (BCMT) to assess the situation and provide a statement of intended action.

## **2.2 Notification**

If face-to-face communication is not possible, key officers will be notified using the cascade call-out system as specified in the Council's Emergency Plan. Partners should be notified if the disruption is to be prolonged and/or relocation is required. Officers involved in the response should refer to the Emergency Contacts Directory, which contains the relevant contact details.

## **2.3 Command & Control**

### **2.3.1 Business Continuity Management Team (Strategic Level)** (See Appendix 1)

The Chief Executive will decide whether to convene a meeting of Business Continuity Management Team (BCMT). In the early stages, BCMT will agree the strategy for recovery based on initial reports of the disruptive event. If office facilities are made unavailable during normal working hours, this initial meeting will commence at the Assembly Point before relocating to alternative accommodation.

### **2.3.2 Business Recovery Teams (Tactical Level)**

BCMT will decide whether to activate the Business Recovery Teams for the tactical management of the recovery process (See Chapter 3).

### **2.3.3 Business Units' Response (Operational Level)**

In many cases, recovery may be managed as an operational response by Business Units by adopting their specific Business Continuity Plans. See Chapter 5 for further guidance and Part 2 for document templates.

## **2.4 Communication**

### **2.4.1 Internal Communications**

BCMT will require an initial situation report from DLs/BULs regarding the impact of the disruptive event on their service and how they are responding. Regular bulletins for staff and members will be posted by the BUL for Customer Service & Communications, as agreed with the BUL for HR & Payroll. These messages will be broadcast by whatever means possible – internet, intranet, email, phone call, staff notices etc.

### **2.4.2 External Communications**

If necessary, BCMT will prepare an initial media statement with advice from BUL Customer Service & Communications. The Council will provide public information by whatever means possible - website information, press releases, customer contact centre, help point, social media etc.

### **2.4.3 Situation Reporting (SITREP)**

Officers will use the Red, Amber, Green (RAG) reporting system to indicate the impact of the disruption on their service as described in the table overleaf.

RAG Status	Disruption	Description of Impact	Response
Green	Minor	Short interruption (< 4 hours) BULs BC Plan invoked to support recovery Barely noticed by customers or partners	Normal Operational
Amber	Significant	Medium-term interruption (> 4 hours) Customer service affected, backlog of work Corporate BC plan invoked to support recovery	Tactical Management
Red	Major	Prolonged interruption (> 1 day) Loss of facilities, equipment or personnel Service(s) suspended, prolonged recovery time	Strategic Management

## 2.5 Administration & Logging

During the response to and recovery from a significant disruptive event, all actions undertaken by MSDC must be noted in the incident log, as specified in the Council's Emergency Plan. See Part 2 of this plan for a document template.

## 2.6 Finance & Insurance

The Head of Corporate Resources will be responsible for monitoring emergency expenditure during the response to a major incident. During a disruptive event, the Council should have the capability to undertake all financial transactions without IT systems being available. All emergency expenditure must be logged, to provide detail for insurance claims (including the Bellwin Scheme), where applicable.

The Head of Corporate Resources will ensure there is sufficient insurance cover for staff involved in the response to a major incident. When procuring services, Council policy stipulates that suppliers or contractors should have their own business continuity plans, to reduce the risk of services being affected.

## 2.7 Stand-down

DLs/BULs are required to report to BCMT at the time their service levels have returned to normal. This plan will be stood down when all affected Business Units have confirmed that disruption is no longer being experienced.

## 3.0 Business Recovery

**3.1 The Role of BCMT** – to provide a strategy for the recovery of the affected services, whilst giving priority to their essential functions and most urgent activities. To provide information about the incident to officers, members and the public.

### 3.2 Business Recovery Teams – Roles & Responsibilities

The following Business Recovery Teams (BRTs) should be set up to co-ordinate the recovery process.

1. **Facilities & Finance** – Head of Corporate Resources (Chair), BUL Corporate Estates & Facilities, Team Leader for Estates & Facilities, Insurance Officer, BUL Revenues and Benefits, Accountant(s), Divisional Leader for Contract Management

**Key Tasks** – Make emergency funds available and provide insurance advice  
Maintaining an inventory of losses  
Assessing the condition of damaged buildings  
Providing safe, functional and secure office accommodation  
Identifying viability of alternative office accommodation, if necessary  
Providing contractors to undertake repairs, reinstatement and salvage  
Management of contractors, utilities and equipment  
Recovery of contracted services (Waste Collection, Landscapes)

2. **Legal** – Head of Regulatory Services (Chair) BUL Democratic Services, Corporate Safety Officer, Building Control Officers, Environmental Health Officers

3. **Key Tasks** - Providing legal advice  
Structural inspections of damaged facilities  
Providing Health & Safety advice about working conditions  
Assessing any environmental impact  
Continuity of Electoral processes  
Providing information to elected Members

4. **ICT, Customer Service and HR** – Head of Digital & Customer Services (Chair), BUL Customer Service & Communications, BUL for HR & Payroll, Contact Centre Manager, Press Officer

**Key Tasks** - Recovery of ICT systems, data, telephony and website  
Ensure continuity of all front-line and out-of-hours services  
Oversight of internal & external communications about the incident  
Ensure payments to staff are made on time  
Ensure staff welfare and oversee re-deployment to critical activities  
Liaison with the relevant Trade Unions

**3.3 The Role of BULs:** To facilitate an operational response to the disruptive event by implementing service specific business continuity plans and to re-establish 'business as usual' within service area(s). To assist in the strategic response by advising BCMT as requested. To assist in the tactical management of the incident by working in the Business Recovery Teams as specified above. See Part 2 of this Plan.

**3.4 The role of the MSDC Site Services Delivery Manager:** To ensure computer and telephony systems support the time critical activities, as identified in 3.7 below. To ensure salvage processes include ICT where appropriate. To coordinate, manage and obtain ICT resources for system recovery.

**3.5 Role of the Emergency Planning Manager and Outdoors Services & Emergency Planning Officer:** To provide specialist support to BCMT and the Business Recovery Teams and to liaise with local partners (emergency services, other local authorities and voluntary groups) as necessary. To ensure that procedures in this Business Continuity Plan are adhered to.

**3.6 Role of H&S Officer** – to provide specialist advice to BCMT regarding the establishment of a safe working environment for staff and contractors. Responsible for the evacuation of staff from the premises and facilitate their safe re-entry, if applicable.

**3.7 Time Critical Activities - to be given priority for recovery in the first 48 Hours**

These services are given strategic priority for resumption due to the potentially severe impact of a relatively short-lived interruption (based on the BIAs provided by BULs):

<b>Business Unit</b>	<b>Critical Function(s)</b>	<b>Possible mitigation if disruption occurs</b>	<b>Recovery to commence within</b>
ICT	Recovery of IT systems, servers, data and telecoms network to all services	Cloud – based storage of systems, applications and data	1 day
Corporate Estates & Facilities	Providing safe and functional facilities for officers, contractors, members and the public. Salvage & repairs	Generators for emergency power, alternative facilities and equipment	1 day
Revenues & Benefits	Payments to customers	Manual payment system	1 day
Customer Service & Communications	Reception, Contact Centre, Media enquiries	Web information, alternative help-point	1 day
HR & Payroll	Payments to staff and staff welfare	Temporary recruitment arrangements	2 days
Waste Services	Waste collection, Street cleansing	Re-deploy crews, alternative office & working patterns	2 days

**3.8 Targets for Recovery of Workstations\* (based on Business Impact Analysis)**

The following targets for the recovery of office facilities have been established. These figures include the formation of an Emergency Control Centre (ECC) if necessary:

<b>Time elapsed since interruption</b>	<b>Number of Staff &amp; Operational Workstations Required</b>
< 4 hours	15
< 8 hours	25
< 24 hours	50
< 48 hours	80
< 1 week	110
< 2 weeks	200

\* This assumes that the Data Centre accommodation, equipment and its external connections are still available and accessible.

### 3.9 Partial or Phased Recovery

The MSDC Site Service Delivery Manager and the Team Leader for Corporate Estates & Facilities will be required to undertake an initial assessment of the disruption and devise an action plan to achieve the recovery of available work stations. Early consideration should be given to the availability of equipment and utilities to provide adequate and safe working conditions including heating, lighting and sanitation facilities for staff.

During any phased resumption, BCMT will decide the order in which the Council's most time critical activities receive operational workstations, or other facilities and equipment. Alternative office accommodation should be sought if these targets for recovery are unlikely to be met.

The Maximum Tolerable Period of Disruption (MTPD) is four weeks. BCMT should therefore devise a strategy for recovery of key services within this timeframe, if at all possible.

### 3.10 Failure of Premises - Suggested Alternative Office Locations

Area Affected by Disruption	Alternative Location
ICT Data Centre	None at present – Cloud based solutions available
Single Office or Team	Hot desking, Learning Zone or Work from Home
Oaklands Main Reception	Haywards Heath Town Hall Reception
Council Chamber/Committee Room	Town Hall/Clair Hall/Martlets Hall
Oaklands Evacuation	Beech Hurst (off-site assembly)/Dolphin Leisure Centre (shelter)
Oaklands Campus	Consider neighbouring authority under mutual aid arrangements
Haywards Heath Town Centre	Consider neighbouring authority under mutual aid arrangements

### 3.11 Review & De-Brief Following a Disruptive Event – Report on Lessons Learned

Following a significant disruptive event, the Chief Executive will be required produce a report to review the Council's response and to identify any lessons learned. BULs from the affected Business Units will de-brief their teams and summarise the impact of the incident, identify any lessons learned and suggest future mitigation measures.

### 3.12 Single Points of Failure (SPOF) & Recommendations for Business Recovery

#### 3.12.1 Heavy Reliance on ICT Systems for 'Business as Usual' Operation

If the servers were to be destroyed (e.g. by a fire), it is likely that it would take a minimum of four weeks to reconstruct them and restore ICT systems to normal levels. Whilst the majority of data would be backed-up, access to it would be impaired for considerable period of time. Therefore, the complete loss of the ICT Servers has the potential to create a 'worst-case scenario' in business continuity terms.

To enable recovery, Divisional and Business Unit Leaders are advised to consider the reliance of their service on ICT applications, to discuss these directly with MSDC ICT and devise alternative ways of working should networked computers and telephones become unavailable for at least four weeks. It is hoped that this risk will be partially mitigated by cloud-based solutions.

### **3.12.2 Heavy Reliance on Staff and Contractors to fulfil Critical Functions**

A flu pandemic has the potential to significantly reduce the working population for a considerable period of time. Therefore, DLs/BULs are advised to plan how their services would operate with a 50% reduction in workforce.

### **3.13 Business Continuity during a Major Incident affecting the wider area**

Under the Civil Contingencies Act 2004, the Council has a legal duty to assist the emergency services in responding to and recovering from major emergencies. MSDC may therefore be required to provide resources such as Rest Centres, Building Control or Environmental Health Officers to provide professional advice and facilitate community recovery. This emergency response could affect 'business as usual' operation in these service areas and this could continue well in to the recovery phase.

### **3.14 Welfare of Personnel**

Should Oaklands Campus facilities become unavailable due to disruption during the course of business (such as an emergency evacuation) personnel may become separated from their belongings. Personnel may be without their keys, money or warm clothing and it may be necessary to organise their safe passage home after the incident.

In this case, the Dolphin Leisure Centre or Clair Hall may be activated as emergency assistance centres (as specified in the Council's Emergency Plan) to accommodate personnel until they can safely return home.

### **3.15 Emergency Planning Manager and Outdoors Services & Emergency Planning Officer**

The current post holders are the only officers with sufficient training and experience to deliver the Council's BCM programme. If one of these officers were to leave the organisation, a replacement would need to be quickly identified to prevent a single point of failure.

## **4.0 Business Continuity Roles & Responsibilities of Key Staff**

### **4.1 Chief Executive - Chair of the Business Continuity Management Team**

#### **Business Continuity Roles & Responsibilities**

- To co-ordinate the Council's strategic response and recovery
- To chair BCMT Meetings
- To convene and chair the Emergency Committee (if necessary)
- To write a post-incident report on business recovery and lessons learned
- To approve any request for additional support (mutual aid) if required

## **4.2 Assistant Chief Executive**

### **Business Continuity Roles & Responsibilities**

- To deputise for the Chief Executive in her absence
- To keep elected members informed about the incident
- To provide contractors who will undertake the removal of debris and waste material as necessary
- To liaise with the local business community as necessary
- To ensure that the Council promotes the local economy during the recovery process
- To ensure that all actions undertaken by the Council during the incident are recorded for inclusion in the Chief Executive's final report
- To ensure continuity of critical functions within service area

## **4.3 Head of Corporate Resources**

### **Business Continuity Roles & Responsibilities**

- To chair meetings of the Finance & Facilities Recovery Team
- To ensure that any Council assets are secured and safe
- To identify assets for alternative office accommodation if necessary
- To provide staff, contractors and plant to undertake inspection, repair, salvage and demolition as necessary
- To procure emergency resources to facilitate the Council's recovery
- To monitor and report on expenditure in relation to the incident(s)
- To recover emergency expenditure incurred during the disruptive event
- To ensure continuity of other critical functions within service area

## **4.4 Head of Digital & Customer Services**

### **Business Continuity Roles & Responsibilities**

- To chair meetings of the ICT, Customer Service & HR Business Recovery Team
- To lead on the recovery of ICT systems and data
- To oversee internal & external (crisis) communications

- To safeguard the continuity of front-line customer services and telephony
- To lead on staff welfare during the disruptive event
- To ensure continuity of other critical functions within service area

#### **4.5 Head of Regulatory Services**

##### **Emergency Roles & Responsibilities**

- To provide legal and safety advice to officers and members during an emergency
- To lead on contingencies for disruption during an election
- To ensure continuity of other critical functions within service area

#### **4.6 Emergency Planning Manager and Outdoors Services & Emergency Planning Officer**

##### **Business Continuity Roles & Responsibilities**

- To examine the risk of disruption and report emerging risks to the Corporate Risk Management Group
- To oversee the Council's BC policy
- To review and maintain this plan
- To provide specialist advice to members of BCMT
- To liaise with local partner agencies
- To work with key services to prioritise the most critical activities during recovery

#### **4.7 Business Unit Leader for Customer Services and Communications**

##### **Business Continuity Roles & Responsibilities**

- To produce emergency bulletins or statements on behalf of the Council to inform staff and the public in a timely manner
- To maintain close liaison with the media
- To monitor media reports and broadcasts
- To oversee the handling of public enquiries via the Customer Contact Centre (including out-of-hours)
- To work with partner agencies to provide information via the internet and telephone to handle public enquiries, as deemed necessary

- To ensure the continuity of critical functions within service area

#### **4.8 MSDC Site Service Delivery Manager**

##### **Business Continuity & Responsibilities**

- To ensure business continuity, ICT resilience and availability of critical systems
- Identify, manage and mitigate ICT risks
- To coordinate, manage and resource the recovery of ICT systems as specified in the Business Continuity Plan, subject to agreed variations of the Recovery Time Objectives (RTO) and business priorities
- To provide specialist advice to members of BCMT

#### **4.9 Business Unit Leader for Corporate Estates & Facilities**

##### **Business Continuity & Responsibilities**

- To provide Incident Officers and oversee the safe evacuation of the affected premises (as necessary)
- To provide safe, secure and functional accommodation for officers, members and the public
- To identify and secure alternative accommodation (if necessary)
- To oversee the recovery of facilities as specified in Chapter 3
- To liaise with utility companies, equipment suppliers and contractors
- To oversee the assessment of damaged buildings or rooms
- To oversee salvage and reinstatement works
- To ensure the continuity of critical functions within service area

#### **4.10 Other Divisional & Business Unit Leaders**

- To maintain service specific (operational) business continuity plans (see Part 2)
- To undertake a Business Impact Analysis, at least annually
- To embed the culture of business continuity within the team
- To ensure that individual staff are aware of their BC roles and responsibilities
- To ensure the continuity of critical functions within service area

## **5.0 Business Continuity Guidance - See Chapter One for further information**

### **5.1 What is Business Continuity Management?**

Business Continuity Management is a cyclical process which helps an organisation prepare for and respond to disruptive events. A Business Continuity Plan is a written record of the procedures involved. A service specific template can be found in Part 2 of this plan.

### **5.2 Why should I bother?**

Business Continuity planning will make the organisation more resilient, enhance its reputation and potentially reduce insurance costs. The objective is to understand and prioritise the critical activities and then assess the risks to 'business as usual' operation.

### **5.3 How can I prepare for disruption?**

Identifying that the organisation may be vulnerable to disruption is the first step. This is known as Business Impact Analysis (BIA). BULs can download an on-line form to complete this part of the process (see Part 2 of this plan). BULs should inform MT of any critical activities that may be particularly vulnerable to certain types of disruption, especially if these activities are heavily reliant on other services (e.g. ICT) to be fully operational. Plan your service delivery on the assumption that ICT systems and applications may occasionally be interrupted. Consider alternative ways of working should this be the case.

The next stage is to undertake a risk assessment to identify realistic scenarios which could lead to the loss of workforce, premises, equipment, infrastructure and/or supplies.

The extent of disruption can vary widely from relatively short-lived events affecting only a small part of the business to more catastrophic incidents. In addition to the impact, it is important to examine the likelihood of disruption occurring before mitigation measures can be properly considered. In practice, short-lived, lower impact events may be more likely to occur and should therefore feature more highly in the Business Continuity Plan. Such incidents may simply require the adoption of alternative working arrangements for a short while, but it is still advisable to plan these measures in advance.

Once these threats are known, an organisation can begin to plan contingencies in order to minimise the risk of disruption and identify the resources required for recovery. Suggested mitigation measures to be included in a Business Continuity Plan:

- Alternative Premises
- Emergency equipment - generators for power, flood defences,
- Emergency documents - contacts lists, incident log, procedures
- Secondary (off-site) data and records storage

#### **5.4 How do I know the plan will work?**

Involve your team by regularly testing your plans using different scenarios (e.g. power outage, flood, fire, flu etc.). Review your plan based on any lessons that you learn. Ensure that all staff are engaged with the business continuity planning process and procedures. Discuss them at team meetings so that staff are prepared to react when faced with disruption. The Emergency Planning Manager will be happy to answer any queries you may have relating to BC planning.



## Business Continuity Plan Part 2 – Service Specific Template

<b>Business Unit:</b>	
Normal Office Location:	Normal Number of Staff/Workstations:
Alternative Office Location (if designated):	No. of staff who can work at home or off site:
No. of officers expected to support the wider community response to or recovery from a major incident:	Estimated duration of support capability before critical functions are affected:

Critical Functions of Business Unit:	Maximum Tolerable Period of Disruption:

### Team Members' Emergency Contact Details:

Name:	Home Number:	Mobile Number:

## Procedures for Continuation of Critical Functions:

This plan is to be invoked by the BUL (or his/her deputy) should a disruptive event occur which means that normal working conditions are suspended.

The BUL (or his/her deputy) is responsible for undertaking an initial assessment of the damage and/or disruption. Should evacuation be necessary, the team should be prepared to collect the 'Grab Bag' and adopt agreed alternative working arrangements.

The BUL (or his/her deputy) is responsible for informing the team of the disruption and implementing alternative working arrangements to enable the continuity of the critical functions listed overleaf, whilst ensuring the safety and well-being of staff.

The BUL (or his/her deputy) is responsible for informing Management Team of the disruption to normal business and the invocation of this plan.

## Action Plan:

Priority activities to be continued:	Staff required:	Facilities required:
Activities to be suspended:	Staff diverted:	Resources made available:
Target Time for Recovery:		

## Agreed Alternative Working Arrangements:

e.g. home-working, staff re-deployment, secondary office and transportation arrangements.

Are vital documents/data accessible away from site? Y/N

## Details of Emergency Equipment & Supplies:

A reserve supply of the most vital equipment you need to perform critical functions

Emergency equipment:	Location:

### Suggested 'Grab Bag' contents:

- Hard copy of this plan
- Incident log (see overleaf), Pens
- Secure memory stick with important files
- Any official stamp, seal or official headed paper
- Spare cheque book or receipt book
- Temporary signage

### Grab Bag location:





## Business Impact Analysis Template

Critical Function:	
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### Effect of Disruption on Service:

Time	Effect of Disruption on Service:
First 24 hours	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>
24 – 48 hours	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>
Up to 1 week	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>
Up to 2 weeks	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>

### Resource Requirements for Recovery:

Time	No. of staff	Relocation?	Resources required	Data required
First 24 hours			<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>
24 – 48 hours			<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>
Up to 1 week			<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>
Up to 2 weeks			<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>



**Business Impact Analysis  
Critical Function Requirements in First 48 hours**

Business Unit	Normal No. of People/ Workstations at Oaklands	Critical Functions	Minimum No. of People/ Workstations to fulfil Critical Functions	Target Time for Resumption	Emergency Response Req'd?	Frontline?	Alternative Office/ WFH?
<b>ICT</b>	<b>10</b>	<b>Server Maintenance, Computer &amp; Phone Network</b>	<b>5</b>	<b>4 Hours</b>	Y		
<b>Customer Service &amp; Communications</b>	<b>13</b>	<b>Reception, Switchboard, Contact Centre, Press Office</b>	<b>5</b>	<b>4 Hours</b>	Y	Y	
<b>Chief Executive's Office</b>	<b>5</b>	<b>Emergency Control Centre, Incident Management</b>	<b>5</b>	<b>4 Hours</b>	Y		
			<b>Running Total</b>	<b>15</b>			
Corporate Estates & Facilities	11	Office Maintenance, H&S	4	8 hours	Y		Y
HR & Payroll	6	Payroll, Staff welfare	3	8 hours	Y		Y
Waste Services	12	Waste Collection, Street Cleansing	4	8 hours	Y	Y	Y
			<b>Running Total</b>	<b>26</b>			
Housing	10	Emergency Housing for homeless people	3	24 hours	Y	Y	Y
Finance (Accountancy)	15	Payments, Statement of accounts, budget monitoring	8	24 hours			Y
Parking Services	8	Parking Enforcement	4	24 Hours		Y	
Performance & Partnerships	10	Website, eforms, FOI Requests, ASB, Scrutiny	3	24 hours		Y	Y
			<b>Running Total</b>	<b>44</b>			

Business Unit	Normal No. of People/ Workstations at Oaklands	Critical Functions	Minimum No. of People/ Workstations to fulfil Critical Functions	Target Time for Resumption	Emergency Response Req'd?	Frontline?	Alternative Office/ WFH?
Building Control	8	Dangerous Structures, Building Regs	2	48 hours	Y	Y	
Environmental Health	23	Investigations, Pest Control, Licensing, Safety	8	48 hours		Y	Y
Revs & Bens Support	9	Transfer of BACS Payments, Billing, EDRMS	5	48 Hours		Y	Y
Benefits	29	Payment of Housing and Council Tax Benefits	6	48 Hours		Y	Y
Revenues	22	Collection of Council Tax and NNDR	6	48 hours		Y	Y
Land Charges	18	Solicitors' Searches, planning reception	6	48 hours		Y	Y
			<b>Running Total</b>	<b>77</b>			
Enforcement & Collection	14	Collection of unpaid Council Tax and NNDR	6	1 Week		Y	Y
Member Support & Elections	5	MIS, support to Councillors, Elections	3	1 Week			Y
Landscapes	6	Landscape Maintenance	2	1 Week			Y
Community Services	8	Concessionary Fares, Payment of Grants	3	1 Week			Y
Legal	7	Legal Advice to Council Services	2	1 Week			Y
Planning Development Control	18	Processing Planning Applications, Enforcement	12	1 Week			Y
Planning Policy	8	Policy production, Economic Development	4	1 Week			Y
			<b>Running Total</b>	<b>109</b>			
<b>Total</b>	<b>275</b>		<b>109</b>				