Newport City Council

Business Continuity Management Policy and Programme

1. Business Continuity Management (BCM) Policy Statement

1. The council is committed to ensuring robust and effective business continuity management as a key mechanism to restore and deliver continuity of key services in the event of a disruption or emergency.
2. The business continuity arrangements will be based upon the following standards:
   a. ISO 22301:2012 Business Continuity Management
   b. The Business Continuity Good Practice Guidelines 2018
   c. Civil Contingencies Act 2004
   d. Recognised standards of corporate governance
3. Each service delivery process throughout the council is owned by a Head of Service or respective manager who will ensure that their responsibilities within the overall Business Continuity Arrangements meet a minimum acceptable standard of service delivery for prioritised processes.
4. Each Head of Service or respective manager will contribute to an annual review of the Business Continuity Arrangements.
5. The scope of these business continuity arrangements have been pre-determined to maintain prioritised services where if not maintained, may result in loss of life or limb, significant environmental damage, significant financial implications or damage to the reputation of the council.
6. Those services deemed more critical by Business Impact Assessments (BIAs), have been identified as the most important services to be returned to at least a minimal level, within a defined time period following a disruption or failure.
7. Contracts for goods and/or services deemed critical by the appropriate service areas to business continuity will include a requirement for NCC to reserve the right to have access and look at, but not necessarily formally review their business continuity plans. Every tender for critical goods and/or services will include business continuity as an element of the tender evaluation process in future contracts.
8. All appropriate key staff must be made aware of the plans that affect their service delivery areas and their role following invocation.
9. There is a requirement to exercise business continuity plans within a 3-yearly cycle. However, if the plan has been implemented within this 3-yearly cycle, then an exercise is not required.
10. Civil Contingencies and the liaison officers will review service area plans with service area managers in a 3-year cycle.

2. Business Continuity Management (BCM) Programme

BCM is defined 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.

The primary objective of BCM is to allow the Council to continue to manage its business activities under adverse conditions, by the introduction of appropriate resilience strategies, recovery objectives, business continuity and incident management arrangements in collaboration with, or as a key component of, an integrated risk management initiative.

AIM

- Ensure statutory obligations and policy objectives are met;
- Seek to improve overall business resilience;
- Ensure that adequate business recovery arrangements and plans are in place;
- Safeguard its employees, clients or service users, members, pupils, and all stakeholders to whom the Council has a duty of care;
- Preserve and promote the reputation of the Council.

OBJECTIVES

- Develop and maintain a BCM Programme to give a clear structure to help the Council plan and prepare for disruption and strengthen our resilience thus allowing the management and on-going delivery of services following an incident.
- Establish a BCM Programme of work.
- Identify and review the areas of potential damage or loss that may be caused to Council services as a result of serious disruption (including those defined by the Civil Contingencies Act (2004)).
- Ensure that relevant plans are produced, maintained and rehearsed or tested at appropriate intervals.
- Provide competent assistance and guidance to help managers to maintain and improve service area BCM plans.
- If an incident has occurred and the plan has been implemented within the 3-year cycle, an exercise is not required. However, if the plan hasn't been activated within the 3-year cycle, then the service area should look to test their service area arrangements with the support of Civil Contingencies.

- Initiate an on-going programme of education, training and awareness of managers, service area liaison officers and other employees.
- Benchmark with similar Local Authorities and other relevant organisations as well as being aware of guidance and best practice issued by Welsh Government, Central Government, professional bodies and other authoritative sources.
- Newport City Council will, for all critical services, seek to ensure that suppliers have BCM plans.
- Promote and provide advice and assistance on BCM to local businesses and the voluntary sector.
- Ensure that organisations are referred to the current best BCM practice that is available.
- Develop arrangements with other partners in the Gwent Local Resilience Forum to share best practice.

SCOPE

In scope:
- All council services that have a Maximum Tolerable Period of Disruption (MTPD) of less than 1 day.
- Selected (at the time of disruption) council services that have a MTPD of 1 day to 1 week.
- Predetermined third party provided services that could directly impact critical services.
- All council services that have a MTPD of 1 week to 1 month.

Out of scope:
- All Council services who do not meet the criteria for Critical Services.
- Non Newport City Council systems.
- Non Newport City Council locations.

BCM Programme

The process shown below is based on the BCM model as outlined in ISO22301:2012 and outlined in the 'Good Practice Guidelines 2018' guidance. This process involves the following activities:

BCM programme management

This includes:
- reviewing responsibilities for implementing and maintaining the BCM programme within the council.

- the ongoing management of business continuity – regular reviews and updates of business continuity arrangements and plans. This will be undertaken by service area managers annually and reviews in conjunction with Civil Contingencies on a 3-year cycle.
- reviewing identified prioritised council services will be included within business continuity service plans (in scope) and those that will not be included (out of scope). This will be undertaken in the form of a Business Impact Analysis (BIA) which will be carried out by Liaison Officers and service managers, with overview and assistance from Civil Contingencies, if required.
- review any additional training needs for staff.

Understanding the organisation

Business impact and risk assessments have been carried out to identify critical deliverables, evaluate priorities and assess risks to service delivery. BIA's are an ongoing process and will be reviewed every 3 years. BIA's will be undertaken by service area liaison officers and service managers, in conjunction with Civil Contingencies. As an output of the BIAs a ranking system has been established in order to prioritise the re-establishing of services. These are:
- less than 1 day;
- 1 day to 1 week; and,
- 1 week to 1 month.

Those services that are considered to be at the greatest risk after completion of a BIA, will be given greater priority in regards to business continuity arrangements being put in place for that particular service.

Due to the complexity of the organisation, a categorisation system has been put in place to establish defined time periods of recovery following a disruption. Instead of using the pre-established Business Continuity terminology of Recovery Point Objectives (RPO) and Recovery Time Objectives (RTO), the organisation has adopted the ranking system in the bullet points above.

Roles and responsibilities

The following list, details some of the more fundamental roles in relation to ensuring the continued support of the BCM programme within the council. Initial Business Continuity arrangements have already been agreed and signed off by Cabinet,

senior leadership team (strategic directors and chief executive) and Service Area Management Team (SMT), therefore future changes are governed by the senior leadership team. The senior leadership team therefore have overall responsibility for BCM within Newport City Council. If there are any significant changes, then this is approved by Cabinet.

Business Continuity Steering Group (Business Continuity Officer Group):
- Oversee, advise, and manage the business continuity programme and making recommendations, and reporting to the senior leadership team.
- Ensure the Council's BCM policy is enforced for the benefit of the Council.
- Promote the need for continuous improvement of business continuity measures throughout the Council.

Service Area Managers/Business Continuity Plan Owners:
- Each Head of Service or respective manager are to review business continuity arrangements and plans for their area of responsibility on an annual basis.
- Conduct and review the Business Impact Analysis of their area of responsibility on an annual basis and report any changes to the steering group.
- Participate in BCM training, workshops and exercising.
- Promote business continuity to those staff in their areas of responsibility, as well as contractors, suppliers and partners.
- Proactively look to mitigate risks of potential business exposures and vulnerabilities.

Service Area Liaison Officers:
- Assist their Head of Service or respective manager to review business continuity arrangements and plans for their area of responsibility on an annual basis.
- Assist their service managers implementing and reviewing Business Impact Analysis' of their area of responsibility on an annual basis.
- Participate in BCM training, workshops and exercising.
- Promote business continuity to those staff in their areas of responsibility.
- Assist Civil Contingencies in promoting good BCM practice.

Civil Contingencies Unit (CCU):
- Review the BCM Policy every three years.
- Provide guidance and advice to Service Managers in regards to business continuity plans.
- Provide guidance to liaison officers and Service managers with the BIA's.
- Develop and maintain a BCM promotion programme.
- Keep up to date with best practice guidelines and ensure that it is reflected in any advice and assistance to business and voluntary partner organisations.

All employees:
- Co-operate, and where appropriate be part of the response arrangements in the event of BCM arrangements being invoked.
- Attend exercises and training when appropriate.

- Proactively look to mitigate risks of potential business vulnerabilities and to escalate any potential weaknesses in BCM or arrangements to their manager.

Determining BCM Strategy

We have identified alternative strategies by means of service area plans to mitigate the impact of disruptive events on the organisation. In the event of a disruption to a service, we will utilise existing emergency response arrangements in order to provide a coordinated response and consider the business continuity impacts to the organisation.

Implementing a BCM Response

Individual service responses to business continuity challenges and overarching Business Continuity Arrangements (BCA) are detailed in service area arrangements. The Emergency Management structure detailed in the Corporate Emergency Management Plan (CEMP) should be utilised in any incident. For any incident an emergency response team (ERT) can be set up as per the CEMP.

The ERT ensures that actions are considered for:
- the immediate response to the incident;
- interim solutions or maintaining at least a minimum acceptable level of service, leading on to;
- reinstating full services.

Exercising

In recognition that we need to ensure BCA are fit for purpose, kept up to date. fit for purpose and quality assured. An exercise programme will enable the council to:
- demonstrate the extent to which strategies and plans are complete, current and accurate and;
- identify opportunities for improvement.

There is a requirement to exercise business continuity plans within a 3-yearly cycle. However, if the plan has been implemented within this 3-yearly cycle, then an exercise is not required. Should an exercise be required, arrangements can be made with the support of Civil Contingencies. Civil Contingencies will monitor the activation of incidents and these will be documented accordingly.

Review

Document	Reviewing Body	Review Frequency	Sign off
BCM Policy	Civil Contingencies Team	Every 3 years	Senior Leadership Team/ Cabinet Member
Business Impact Analysis (undertaken by Service Managers within the Business Planning process)	Civil Contingencies Team	Every 3 years	Senior Leadership Team
Service area BC Plans	Plan Owners and Civil Contingencies	Annually – plan owners 3 Yearly – Civil Contingencies	SMT of respective service area
BC Exercises	Plan Owners	Every 3 years if BC plans have not been activated.	SMT of respective service area
BCM Programme Review	Civil Contingencies Team	Every 3 years	Business Continuity Steering Group

Embedding BCM in the council's culture

The embedding of a continuity culture by raising awareness throughout the council and offering training to key staff on BCM issues:
- items in Council publications
- e-mail bulletins / staff newsletter
- staff development sessions
- further training for service area liaison officers
- inclusion of BCM questions within Service Plans, utilising MI Hub.

Link to relevant Policies, Plans, Documents and Strategies

This document supports and or links directly or indirectly to the following Corporate policies, plans and strategies and thus should be read in conjunction with them:

- Corporate Plan
- Corporate Emergency Management Plan
- Adverse Weather Plan
- Pandemic Influenza Response Plan
- Newport Well-being Plan 2018-23
- Newport City Council Fuel Plan
- Agile Working Guidance
- Health Safety and Wellbeing Policies

Appendix 1 – Definitions

Within this programme, the following terms are defined as:

Business Continuity Policy
The key document that sets out the scope and governance of the BCM programme and reflects the reasons why it is being implemented.

Business Continuity (BC)
Strategic and tactical capability of the organisation to plan for and respond to incidents and business disruptions in order to continue business operations at an acceptable pre-defined level. Its primary objective is to allow the Council to continue to manage its business activities under adverse conditions, by the introduction of appropriate resilience strategies, recovery objectives, and incident management arrangements in collaboration with, or as a key component of, an integrated risk management initiative.

Business Continuity Management Programme
On-going management and governance process supported by the wider Corporate Leadership Team. Appropriately resourced to ensure that the necessary steps are taken to identify the impact of potential losses, maintain viable recovery strategies and plans, and ensure continuity of products and services through training, exercising, maintenance and review.

Business Continuity Arrangements (BCA) – Service Level
Operational level arrangements provide for the recovery of the business activities covered from the beginning of the incident through the recovery phases. They are based upon the agreed recovery requirements and measures, containing appropriate strategies, tactics and procedures to determine how continuity and recovery from disruption will be achieved to an agreed level of service.

Business Impact Analysis (BIA)
Process of analysing activities and the effect that a business disruption might have on them.

Maximum Tolerable Period of Disruption (MTPD) – less than 1 day
Activities that must be kept operational or be provided to a pre-designated minimum level within a designated timescale (recovery time objective) within **24 hours**. These activities must have a service Business Continuity Plan in place.

MTPD – 1 day to 1 week
Activities that must be provided to a pre-designated minimum level within a designated timescale (recovery time objective) **between a time period of between**

1 day and 1 week. These activities must have a service Business Continuity Plan in place.

MTPD – 1 week to 1 month
Activities that could be delayed for up to 1 week or more, but must be provided to a pre-designated level within a timescale of between **1 week and 1 month**.

Recovery Point Objective (RPO)
The point to which information used by an activity must be restored to enable the activity to operate on resumption at a minimum agreed level.

Recovery Time Objective (RTO)
The period of time following an incident/disruption within which systems, applications, or functions must be recovered (e.g. a designated time period within 24 hours of the disruption occurring). RTOs are often used as the basis for the development of recovery strategies.

Business Continuity Steering Group
Steering group is a group of people who direct and control the implementation of Business Continuity- chaired by the Strategic Director (Place).