

Report

Cabinet Member for City Services

Part 1

Date: 25 November 2019

Subject **Business Continuity Management Policy and Programme**

Purpose To seek formal approval for the Business Continuity Management arrangements

Author Civil Contingencies Manager

Ward N/A

Summary There is a duty upon the Council under the Civil Contingencies Act (2004), to prepare and maintain business continuity arrangements. Such arrangements have been in place for a number of years for Newport City Council; however, an internal review indicated that a formal Policy and Programme needs to be established to ensure we are aligned with the Business Continuity Good Practice Guidelines 2018. This report proposes adoption of that policy and programme.

Proposal **To adopt the proposed Business Continuity Management Policy and Programme document.**

Action by Civil Contingencies Manager, Heads of Service

Timetable Following approval, this document will be circulated to all relevant senior managers as appropriate.

This report was prepared after consultation with:

- Strategic Director, Place
- Strategic Director, People
- Chief Executive
- All Heads of Service
- Performance and Research Business Partner
- Policy Partnership and Involvement Manager

Signed

Introduction

There is a legal requirement under the Civil Contingencies Act (2004) for Newport City Council to prepare and maintain business continuity arrangements. Business Continuity is a key mechanism to restore and deliver continuity of key services in the event of a disruption or an emergency. In the initial preparations for the new legislative duties in 2004, the then threat of pandemic flu necessitated a focus upon operational arrangements to ensure all critical services were identified and subsequent contingency plans were developed. These plans remain in place and have been utilised operationally in disruptive events on multiple occasions e.g. snow incidents.

This report follows the review of these documents and arrangements, and proposes the adoption of a revised set of documents.

Background

An internal review of current business continuity arrangements including a comparison against the Business Continuity Good Practice Guidelines 2018 has identified the need to establish a formal Business Continuity Policy and Programme in order to ensure robust Business Continuity Management (BCM) arrangements are in place, and that these are documented, reviewed regularly and followed appropriately. Whilst the majority of these aspects have been part of our existing arrangements, they have not been formally set out and adopted as an agreed process.

Policy and Programme

The proposed NCC Business Continuity Management Policy statement (which can be found in Appendix 1) sets out the purpose, context, scope and governance of the BCM Programme. This provides the guiding principles of which the BCM Programme is implemented throughout Newport City Council.

The proposed NCC BCM Programme aims to:

- 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.

Business Continuity Process / Roles & Responsibility

Existing BCM processes have been in place since 2006. These currently outline roles and responsibilities; however, the proposed NCC BCM policy and programme now provides a formalised and documented process in monitoring Business Continuity as a whole within the organisation. Within the proposed BCM Programme, we have re-defined roles to ensure that Business Continuity (BC) measures are maintained and improved throughout the organisation.

The Business Continuity officer group (also known as the Steering Group) led by Strategic Director- Place, is an existing group. This group includes representatives from all service areas of the Council who will oversee and advise the organisation in reviewing existing plans and report to the senior leadership team of NCC. The group will also provide guidance and ensure the Policy is enforced.

Each Head of Service or respective Manager will need to review existing service area business continuity arrangements on an annual basis. They will also review Business Impact Analysis (BIAs) and report any significant changes to the officer group.

Each Service Area has a liaison officer who will assist the Head of Service or respective Manager in reviewing BIA's in their area of responsibility.

Civil Contingencies will review the BCM Policy every 3 years and will provide guidance to all members of staff and support the process.

Integration into Corporate Planning Process

To assist in the ongoing monitoring of business continuity performance, several questions are to be incorporated into the Service Area Service Planning process. This will provide evidence as to whether service areas have adequate BCM arrangements in place, and the frequency of review and implementation. These questions will be addressed by Service Areas via MI Hub (existing NCC monitoring system), providing an annual reminder to review their plans and contacts needed in the event of a disruption to services. It also provides an opportunity for service areas to request support from liaison officers and Civil Contingencies.

Times Scales

- Formal Report to Cabinet Member - September 2019
- Reinstatement of Business Continuity officer group with a review of membership – December 2019
- BCM Promotion to each Service Area – September – December 2019
- Reviewing existing service area arrangements and BIA's - January 2020 - ongoing
- Train Service Area Liaison Officers – January 2020 – ongoing
- Integration of questions to MI Hub - April 2020

There are no staffing issues for the Council arising from this report.

Financial Summary

There is no financial impact on the service area. Some staff time will be utilised from Service Area Liaison officers.

	Year 1 (Current) £	Year 2 £	Year 3 £	Ongoing £	Notes including budgets heads affected
Costs (Income)	0	0	0	0	
Net Costs (Savings)	0	0	0	0	
Net Impact on Budget	0	0	0	0	

Risks

Risk	Impact of Risk if it occurs* (H/M/L)	Probability of risk occurring (H/M/L)	What is the Council doing or what has it done to avoid the risk or reduce its effect	Who is responsible for dealing with the risk?
Could be identified by WAO of being non-compliant with the Good Practice Guidelines 2018 in relation to Policy and Programme	M	L	Ensuring that our arrangements are compliant with Good Practice Guidelines 2018 in relation Policy and Programme.	Civil Contingencies Manager
Delays on the timeline for implementation of the new arrangements due to Brexit preparations and response	M/H	H	The Council has a corporate Brexit group that monitors the potential implications of Brexit and ensuring impacts are mitigated against.	Brexit Task and Finish Group

* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

A formal Policy and Programme document will support the Council in contributing towards:

- The Corporate Emergency Management Plan.
- Mitigating against the Business Continuity risk that is currently within the People and Business Change Service Risk Register.
- Providing a governance structure that will help achieve the well-being goals, such as a healthier Wales and a resilient Wales.
- Corporate Plan (2017-2022) – commitment to Resilient Communities in Newport
- National Well-being goal for Wales – A resilient Wales

Options Available and considered

- a) The Cabinet Member approves the plan for formal circulation to senior managers.
- b) The Cabinet Member determines not to approve the plan.

Preferred Option and Why

The Cabinet Member approve the document, which will ensure compliance with Business Continuity Good Practice Guidelines 2018. Failure to approve the proposed NCC BCM Policy and Programme will result in the Council becoming non-compliant with the Good Practice Guidelines 2018 and increase the risk of receiving further recommendations from the Wales Audit Office.

Additionally, failure to approve the proposed NCC BCM Policy and Programme will result in the Business Continuity Risk noted within the People and Business Change service area to remain at the same or at a heightened level or risk.

Comments of Chief Financial Officer

Adoption of the proposed Business Continuity Management Policy and Programme document will have no budgetary impact. The ongoing monitoring, review and implementation of business continuity performance will be delivered through existing budgets.

Comments of Monitoring Officer

There are no specific legal issues arising from the Report. The BCM Policy and Programme has been developed in alignment with Business Continuity Management Good Practice Guidelines 2018 and sets out a formal process and governance structure for Business Continuity Management. It also provides a way to audit BCM annually by utilising Newport City Council existing systems. This policy helps the Council to comply with its legal duty under Civil Contingencies Act 2004 of maintaining business continuity arrangements.

Comments of Head of People and Business Change

The proposed document aims to formally implement an NCC BCM policy and programme, to ensure that the Council has adequate BCM arrangements in place that are, documented, regularly reviewed and followed appropriately. Although there are existing arrangements in place, the policy statement will ensure that the BCM arrangements are adhered to, and the programme provides the method of which BCM will be implemented. Incorporating annual reviews of BCM Arrangements via existing systems (MI Hub) ensures that there is an auditable process in place, and an opportunity for service areas to gain support from Civil Contingencies.

This proposal has fully considered the Well-being of Future Generations (Wales) Act 2015 including the well-being goals and sustainable development principle (long-term, prevention, integration, collaboration, involvement) within the Act.

There are no direct HR implications arising from the report.

Comments of Cabinet Member

As Cabinet Member with responsibility for Civil Contingencies I fully support the important arrangements outlined in this report. It is essential that these systems are implemented and this will also be monitored through Cabinet Member briefing arrangements.

Local issues

There are no local issues.

Scrutiny Committees

This plan has not been through any Scrutiny Committees.

Equalities Impact Assessment and the Equalities Act 2010

A Fairness Equality Impact Assessment (FEIA) is not considered appropriate to this plan due to the following reasons:

- The revision of the plan is not related to a change of public service;
- The revision of the plan is not related to a funding cut or an adjustment to funding;
- The plan continues to provide a flexible framework and establishes roles and responsibilities of all external partner organisations involved in the response to an incident.

Children and Families (Wales) Measure

No consultation has taken place specifically with children and young people.

Wellbeing of Future Generations (Wales) Act 2015

This document meets the well-being of future generations sustainable development principle in the following ways:

- **Long term:** the NCC Business Continuity Policy and Programme is a new document, however existing service area business continuity plans have been in place for a number of years and were previously developed before the introduction of the Wellbeing of Future Generations (Wales) Act. These plans for critical services remain in place and have been utilised in numerous disruptive events. The policy and programme will allow the Council to appropriately manage such arrangements to ensure they are reviewed and kept up to date over a prolonged period of time.
- **Prevention:** this document ensures that there is an agreed way of working in place to mitigate any problems that may arise from an incident that affects the Council's critical services. Prioritised services will be maintained, to prevent issues within incidents such as loss of life or limb, significant environmental and economic damage or an adverse effect to the reputation of the Council.
- **Integration:** this document contributes towards the well-being goals of a Resilient Wales and a Healthier Wales by means of having a Policy in place that governs existing arrangements to mitigate the effects of any adverse incidents. It also does not adversely affect the other well-being goals not mentioned above.
- **Collaboration:** following document approval, collaboration with key members of staff such as Service Area Liaison Officers will take place via the Business Continuity officer group. This collaboration will enable close working relationships with service areas across the organisation.
- **Involvement:** Service Area Liaison Officers will be involved in ensuring that the Policy and Programme is adopted in their respective service areas. Civil Contingencies will also work closely with service areas to ensure managers can maintain and improve service area business continuity plans.

Crime and Disorder Act 1998

The proposed document does not have a direct impact on Crime and Disorder.

Consultation

This document has been subject to consultation with all individuals noted in the Timetable section on Page 1.

Background Papers

Business Continuity Good Practice Guidelines 2018.
Civil Contingencies Act 2004

Dated: 15 November 2019