

Borough Council of  
**King's Lynn &  
West Norfolk**



# Business Continuity Management

## Policy Statement and Strategy

September 2015

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Links to other documents:

This is a strategic document which makes reference to and runs in conjunction with the suite of Business Continuity Management documents within the Council.

# Business Continuity Management

## Policy & Strategy

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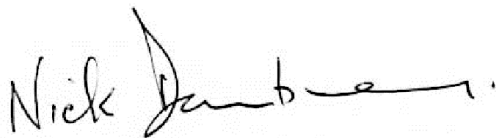
## 1. Introduction

The Business Continuity Policy Statement set out in this document outlines the Council's vision for Business Continuity Management. It is vital that we are able to continue to provide essential services to the residents and businesses of West Norfolk, whatever disruption or emergency might affect the Council.

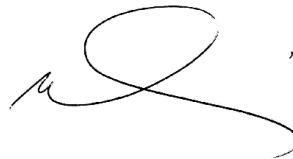
All services have a role, and every member of staff has a responsibility to make sure the Council can continue to service our communities whatever the disruption. The Policy Statement in Section 5 demonstrates that the Council is committed to ensuring that robust and effective Business Continuity Management is in place as a key mechanism to restore and deliver continuity of key services in the event of a disruption or emergency.

Section 6 contains the Council's strategy for achieving the stated policy and outlines how this document – together with other documents such as the Invocation Process and Incident Checklist, Threat Plans and Team Business Continuity Plans – fit together to form the overall Business Continuity Management programme.

Section 7 outlines the methodology that has been undertaken to develop business continuity in the Council since the adoption of the previous plan.



CLlr Nick Daubney  
Leader of the Council  
September 2015



Ray Harding  
Chief Executive  
September 2015

## 2. Background

The Business Continuity Management policy and strategy set the framework for the Business Continuity Management (BCM) Programme.

The policy and strategy indicate the authority's clear buy-in to the implementation of the BCM programme and makes a public statement of intent, endorsed by the Leader and Chief Executive.

The main elements and purpose of this BCM policy and strategy are to:

- Assign accountability for BCM
- Demonstrate strategic support for BCM
- Identify key roles & responsibilities
- Gain assurance that the BCM programme is aligned with the organisational strategic objectives

- Set the framework for compliance with all aspects of the Civil Contingencies Act 2004

### **3. Relationships to other plans / arrangements**

#### **3.1 Civil Emergency**

If a civil emergency occurs then the Borough Council will respond as part of a multi-agency response. The Emergency Planning Team will lead the response which may also require support and resources from other Departments and Teams. Such an incident may require the invocation of the Borough Emergency Response & Recovery Plan or Norfolk Resilience Forum Plans or National Emergency Plans.

The same civil incident may also have Business Continuity issues for the Borough Council, which require the invocation of this policy and associated plans. In effect Emergency Planning lead the response to the incident on the wider community whilst Business Continuity will lead the response to an incident internally to ensure that Borough Council critical services are maintained during the incident.

#### **3.2 Critical Incident Team**

The Borough Council has a corporate Critical Incident Team (CIT) and related process. The Critical Incident Team will usually be the first point of contact for an incident of a critical nature. The full CIT process is documented at Appendix C of the Invocation Process and Incident Checklist document.

#### **3.3 Invocation Process and Incident Checklist**

This document outlines the process within which the decision may be taken to invoke the Business Continuity Plan(s) and includes an outline of the Gold/Silver/Bronze Internal Management Structure, definitions of Recovery Response Times, and an example BC Incident Log. It is designed to demonstrate how accountability will be assigned for BCM within the Council and provides a checklist for use by those involved in any BC incident.

#### **3.4 Business Continuity Threat Cards**

The main threats to the continuation of the Council's services and activities have been identified in reference to the Corporate Risk Register and the Community Risk Register. These threats are reviewed annually or earlier if required.

#### **3.5 Critical Activity Bronze Level BC Team Plans**

In addition to identifying the main overall threats to the Council's operations, the authority undertakes a Business Impact Analysis which identifies those services that protect life and safety, or are considered essential to support such activity and are considered critical to restore and deliver services in the event of a disruption or emergency. These are termed 'Critical Activities' and identification in this way means that if / when an interruption happens, the response will focus resources – people, space, time and money – to these services first. Detailed plans

are therefore in place to ensure that in the event of an emergency or disruption, these services are restored and delivered within a maximum of 24 hours.

### **3.6 Site and Service Specific Bronze Level BC Plans**

All King's Court based services will use the King's Court Threat cards apart from Critical Activities which have their own Bronze Plans as in para 3.4 above. In addition to this those services that provide contracted out services or are not based in King's Court and have building responsibilities will have their own Bronze Plans.

### **3.7 Overview of BCM documents**

An overview diagram of the suite of documents that form the Council's Business Continuity Management arrangements (including detail on the agreed Threats and Critical Activities) is shown at Appendix A.

## **4. Updates to the Policy, Strategy and plans**

### **4.1 Responsibilities and timetable for updates**

The Executive Director for Environment and Planning, is the Officer responsible for Business Continuity within the Council. Management Team has set up a small BC Corporate Officer Group who will assist the Executive Director in maintaining, reviewing and testing the suite of documentation which form the Council's Business Continuity Management arrangements.

The BC Corporate Officer Group (BC COG) will review the following Business Continuity documents on a regular basis and report to Management Team on the preparedness accordingly of:

- BCM Policy and Strategy
- BCM Invocation Process and Incident Checklist
- agreed Threats
- agreed Critical Activities

The BC COG will also

- ensure that the agreed Critical Activities are kept under review and any proposed changes reported to Management Team as appropriate, outside of this timetable
- regularly assess risks to the Council to establish where new plans are required

Maintenance of and updates to BC plans for agreed Critical Activities and any other specific BC plans are the responsibility of the relevant Service Manager and are included in the Corporate Service Manager responsibilities.

### **4.2 Shared Services / changes to delivery arrangements**

The Executive Director will be made aware of any potential shared service arrangements as well as any other changes to the way the Council delivers its services. Business Continuity Management arrangements will be considered by the relevant Officers at the time

that contracts / activities are put in place for alternative delivery. The BC COG will assist the Executive Director to ensure that relevant changes are incorporated into the BCM arrangements.

#### **4.3 Documentation storage and update protocol**

A protocol has been established for the storage of BCM documentation and for the archiving of superseded versions. This is shown at Appendix B.

### **5. Business Continuity Management 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 Council's Business Continuity Management (BCM) arrangements will meet the statutory requirements within the Civil Contingencies Act 2004 and will be aligned to the following standards:
  - BS 25999 Business continuity management – Part 1:Code of Practice
  - BS7799 Information Security Management System.
  - Recognised standards of corporate governance.
3. At a corporate level the Council will determine its main Critical Activities and identify the main threats. A review of these will be undertaken regularly and this will determine the priority areas for business continuity planning.
4. Each service delivery process within the Council is owned by a respective Executive Director who will ensure that they understand, support and implement the elements of the BCM programme.
5. Each Executive Director will contribute to an annual review of the BCM documentation, via the Council's Management Team monitoring the review process, challenging the results and providing support where necessary.
6. Contracts for goods and/or services deemed critical to the Borough Council of King's Lynn and West Norfolk Council business continuity will aim to include a requirement for each nominated supplier to provide, for evaluation, a business continuity plan covering the goods and/or services provided. Every tender for business continuity critical goods and/or services will include business continuity as an element of the tender evaluation model.
7. All Council staff will be made aware of the plans that affect their service delivery areas and their role following invocation of any Business Continuity plan(s).
8. The Council will implement a programme of BCM testing exercises.

## **6. Business Continuity Management – Strategy**

### **6.1 Introduction**

This Business Continuity Strategy provides the framework within which the Borough Council of Kings Lynn and West Norfolk complies with the business continuity requirements of the Civil Contingencies Act 2004 and which is consistent with corporate governance best practice. Business Continuity plans will ensure that the Council can continue to deliver a minimum level of service in its critical functions following a significant incident.

The Executive Director for Environment and Planning will provide the focal point for the production, coordination, validation and review of the Council's business continuity activity. Industry best practice guidelines, produced by the British Standards Institute (BS 25999) have been used in the formulation of this strategy.

Corporate business continuity is closely linked to corporate risk management and this strategy should be read in conjunction with the Council's Risk Management Strategy.

The basic principles<sup>1</sup> of the Business Continuity Strategy have been accepted by the Council's Management Team (MT).

### **6.2 Scope**

This strategy applies to all parts of the Council. The requirement to plan applies to activities identified as 'Critical' through the Council's Business Impact Analysis and agreed by Management Team. This allows planning to be focused on the key Critical Activities of the Council in the event of an emergency or disruption.

Business Continuity Planning includes the management of outsourced contracts, and requires those responsible for negotiating and managing them to ensure appropriate business continuity standards are included in contracts so that the service provider is able to deliver acceptable standards of service following a disruption to the Council or the supplying company.

### **6.3 Definition of Business Continuity Management (BCM)**

Business Continuity Management (BCM) can be defined as<sup>2</sup>:

'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

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<sup>1</sup> BS25999 Part 1: Code of Practice and BS7799 Information Security Management

<sup>2</sup> BS25999 Business Continuity Management – Part 1: Code of Practice British Standards Institute



organisational resilience with the capability for an effective response that safeguards the interests of its key stakeholders, reputation, brand and value creating activities.'

BCM is therefore about the Council preparing for a disaster, incident or event that could affect the delivery of services. The aim being that at all times Critical Activities are maintained; and that key elements of other services are maintained, where possible, at a basic level and brought back up to an acceptable level of service as soon as possible.

#### **6.4 Statutory Requirements**

The Civil Contingencies Act 2004, as it relates to Business Continuity, requires the Council to:

- a. Maintain plans to ensure that they can continue to exercise critical functions in the event of an emergency as far as reasonably practicable
- b. Include exercises within Business Continuity arrangements, to ensure the approach is effective, and arrangements for the provision of training to those involved
- c. Review its BC arrangements and keep them up to date
- d. Have regard to assessment of both internal and external risks when developing and reviewing its BC arrangements
- e. Have a clear procedure for invoking BC plans
- f. Put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency
- g. Provide advice and assistance to businesses and voluntary organisations about business continuity management

#### **6.5 Benefits of Business Continuity Management**

Effective Business Continuity Management delivers a number of tangible and intangible benefits to individual services and to the Council as a whole, including:

- a. Develops a clearer understanding of priorities (business impact analysis)
- b. Protects the organisation, ensuring that it can help others in an emergency (facilitated by the BC Policy and Strategy, Invocation Process and Incident Checklist, appropriate BC Team Plans and Threat Cards)
- c. Protects the reputation of the organisation
- d. Provides great confidence of arrangements and resilience to key threats

- e. Facilitates legislative compliance and good corporate governance (implementation of BC management arrangements)

## 7. Delivering the Strategy

### 7.1 Methodology

The process being used within the Council is aligned with the BCM model outlined in BS 25999 Business continuity management – Part 1: Code of practice published by the British Standards Institute, shown at Fig.1.

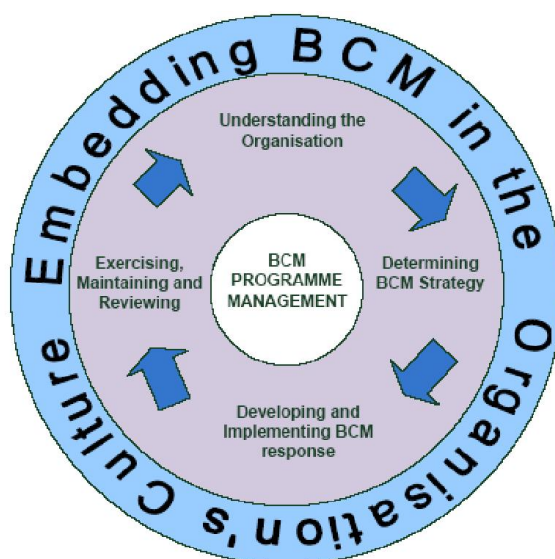


Figure 1

The diagram has at its core, BCM programme management, which is the catalyst for ensuring that robust business continuity plans are developed and maintained. This includes:

- Assigning responsibility for implementing and maintaining the BCM programme within the Council
  - The responsible Officer is the Executive Director for Environment and Planning
- Implementing business continuity in the Council
  - This is the responsibility of the authority's Management Team. All members of staff have a responsibility to be aware of the plans that affect their service area and their role following invocation of any BC plan
- The ongoing management of business continuity – including regular review and updates of business continuity arrangements and plans
  - This has been assigned by Management Team to a small group of officers who assist the Executive Director for

Environment and Planning. The group is known as the Business Continuity Corporate Officer Group (BC COG)

The inner level of the diagram defines four stages to developing and maintaining the business continuity plan.

## **7.2 Step 1 – Understanding the organisation**

Achieved through the use of business impact and risk assessments, to identify critical deliverables, evaluate priorities and assess risks to Council service deliveries.

- Business Impact Analysis (BIA) – identifying the critical processes and functions and assessing the impacts on the Council if these were disrupted or lost. BIA is the crucial first stage in implementing BCM, and helps measure the impact disruptions on the Council
- Risk assessment – once those critical processes and functions have been identified, a risk assessment can be conducted to identify the potential threats to these processes

## **7.3 Step 2 – Determining BCM strategy**

Identifying alternative strategies to mitigate loss and assessment of their potential effectiveness in maintaining the Council's ability to deliver critical service functions.

The Council's approach to determining BCM strategies will involve:

- Implementing appropriate measures to reduce the likelihood of incidents occurring and/or reduce the potential effects of those incidents
- Developing remedial plans to ensure that strategies are workable
- Taking account of mitigation measures in place
- Providing continuity for critical services during and following an incident

## **7.4 Step 3 – Developing and implementing a BCM Response**

Developing individual service responses to business continuity challenges and overarching Business Continuity arrangements to underpin this.

- The Business Continuity Invocation Process and Incident Checklist, Threat Cards and Team BC plans ensure that actions are considered for:

The immediate response to the incident

- Critical Activities – ensuring the critical elements of the activity are continued
- Other services – key elements will be maintained, where possible, at a basic level and brought back up to an acceptable level of service as soon as possible returning to full service

## **7.5 Step 4 – Exercising, maintaining and reviewing**

Ensuring that Business Continuity arrangements are fit for purpose, kept up to date and quality assured. A test programme will enable the Council to:

- Demonstrate the extent to which strategies and plans are complete, current and accurate
- Identify opportunities for improvement

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

- The outer ring of the diagram is possibly the most crucial and elusive step in business continuity terms – embedding BCM in the organisation's culture. This is done by raising awareness throughout the Council and offering training to key staff on BCM issues.

## Appendix A: Overview of documents that constitute BCM



Borough Council of  
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## Appendix B: Documentation Storage & Archiving Protocol

### Document Storage

The Borough Council of King's Lynn & West Norfolk Business Continuity Corporate Officer Group (BC COG) have arranged that all documents pertaining to Business continuity are stored on the corporate intranet site.

Examples of documents held under this area include:-

- BC Policy & Strategy
- Recent audits
- Threat plans
- Critical Activity Bronze Level Team plans

The site is administered by the ICT Division, with read and write access granted to members of the BC COG. Regular back-ups of corporate documents are held off site.

### Change Control

Any amendments to documents stored on the corporate intranet site will be recorded, and an email notifying the BC COG members of a change will be automatically issued.

Audit information regarding who has made a change to a document and when, will be stored, and up to 20 versions of the document will be archived via SharePoint version control.