

# **North Northamptonshire Council**

## **Business Continuity Management Policy & Strategy**

## Document Control

The distribution of this document is controlled and the current version is available at **XXX** or on the North Northamptonshire page of the Resilience Direct Website.

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V1.1	7	List of priority services/activities confirmed with NCC	09/03/2021

### Associated Plans (plans that are likely to be used in conjunction with this plan)

North Northamptonshire Business Continuity Plans (Corporate Plan and Service Specific)
North Northamptonshire Emergency Plan
North Northamptonshire Emergency Response Plan
Risk Management Strategy
Emergency Control Centre Plan

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## 1 Introduction

- 1.1 The purpose of this document is to outline the approach of North Northamptonshire Council to business continuity management (BCM). It will determine the context, scope and governance of the business continuity programme. It outlines the council's strategy to business continuity, including roles and responsibilities.
- 1.2 North Northamptonshire ensures the services and activities it provides will continue to be delivered to our residents at minimum agreed levels during unexpected serious disruption. Such events could be internal disruption, such as ICT failure, or when a major external emergency occurs, such as severe weather. The continuity of services and activities is achieved through the business continuity management process which will limit the impact of an incident.
- 1.3 The council provides a diverse range of services, both internally and to the community of North Northamptonshire. These services are often critical to the well-being of our residents and essential to the success of the council. In many cases the council has a statutory duty to provide certain services and activities. It is therefore essential to put plans in place in advance rather than being unprepared at the time of a disruptive event occurring.

## 2 Corporate Statement of Intent

At North Northamptonshire Council, we are firmly committed to providing public services that are essential to those who live in, work at and visit North Northamptonshire.

Our vision, endorsed by the Shadow Executive sets out our long-term aspiration that we will:

*“Work with the local community to make North Northamptonshire a place where everyone has the best opportunities and quality of life, driven by excellent public services.*

*We will strive for an area that is safe and attractive with a thriving economy and green environment”*

Our commitment to our local community goes beyond the provision of public services. Our commitment is to maintain vital services when things do not go to plan, putting the safety and lives of our local residents and staff at the very forefront of everything we do.

This Business Continuity Management Policy & Strategy is more than a document. It is a statement of intent that we will work tirelessly to keep services running in the event of unforeseen circumstances and that we will make the necessary plans to do so to the very best of our endeavours.

**Cllr Russell Roberts**  
**Leader of North Northamptonshire Shadow Authority**

**Rob Bridge**  
**Chief Executive**

### 3 Definition of Business Continuity

- 3.1 Business continuity is defined as *'the capability of the organisation to continue delivery of services at acceptable pre-defined levels following a disruptive incident'* (The Business Continuity Institute Good Practice Guidelines (BCI GPG)).
- 3.2 Business Continuity Management (BCM) is about identifying the parts of your organisation that you can't afford to lose - for example, premises, staff, information, equipment – and planning how to maintain these, if an incident occurs. BCM can be defined as 'a holistic management process that identifies potential threats to an organisation and the impacts to business operations those threats, if realised, might cause, and which provide a framework for building organisational resilience with the capability of an effective response that safeguards the interests of its key stakeholders, reputation, brand and value-creating activities.' ISO 22301
- 3.3 A business continuity management system (BCMS) builds and improves the resilience of organisations. The aim of having a (BCMS is to ensure that North Northamptonshire Council has identified its prioritised services and is able to deliver a minimum level of these services when faced with disruptive challenges.

### 4 Statutory Requirements

- 4.1 This business continuity policy provides the framework within which our authority can comply with the business continuity requirements of our customers and other interested parties by introducing a business continuity management system (BCMS) that aligns with the international standard for business continuity ISO 22301:2012
- 4.2 The Civil Contingencies Act (2004) places a statutory duty on the council as a Category One responder to ensure that it can:
- respond to an emergency
  - support emergency responders
  - continue to provide essential services to its residents

The Act in relation to business continuity requires the council to:

- a) Maintain business continuity plans to ensure that prioritised services and activities can continue to be performed as far as is reasonably practicable in the event of any emergency or disruption, and to fully recover all services to normality as soon as possible.
- b) Have clear procedures for invoking business continuity plans.
- c) Have arrangements in place for the provision of training for staff involved in the plan and include exercises to ensure the plan is effective.
- d) Review its business continuity arrangements and keep them up to date.
- e) Assess internal and external risks when developing and reviewing BC arrangements.
- f) Promote BCM to commercial and voluntary organisations.

## **5 Business Continuity Aims**

The purpose of this document is to formalise the Business Continuity Management System (BCMS) of North Northamptonshire Council to provide organisational resilience across all prioritised services and activities. This policy provides guidelines for developing, maintaining and exercising Business Continuity Plans (BCPs).

## **6 Business Continuity Management Objectives**

The council's business continuity management objectives which are in line with the duties of the Civil Contingencies Act and the International Standard for Business Continuity Management (ISO 22301:2012) are to:

- Provide a framework for the development, implementation and monitoring of a Business Continuity Management System while supporting the delivery of the council's strategy.
- Identify the council's prioritised services and activities along with supporting resources and interdependencies through the process of business impact analysis.
- Develop and maintain business continuity plans for all council's prioritised services to ensure the continuity of services at a minimum acceptable level and within specific timeframes following a disruption.
- Identify key roles and responsibilities to deliver the business continuity programme.
- Identify and mitigate internal and external business continuity risk to the delivery of prioritised services/activities.
- Support the response, resumption and recovery of the organisation's operations and activities during a service interruption event.
- Train staff of their roles within the plans.
- Exercise, test and review plans at regular intervals.
- Embed business continuity awareness and practices within the culture of the organisation.
- Promote and encourage business continuity in the local community, with local business and voluntary organisations.

## 7 Scope of the BCM Programme

- 7.1 Although this strategy applies to all parts of the council as all service areas play a key role in ensuring service delivery, it is important to recognise that not all service areas will be treated as *prioritised services* and do not fall into the scope of the full BCMS work programme.
- 7.2 A *prioritised service or activity* is defined as the activities to which priority must be given following an incident in order to mitigate impacts.
- 7.3 The policy provides guidance for the resumption and recovery of these time sensitive activities in accordance with pre-established timeframes as well as ensuring that adequate plans are in place for the less time sensitive activities.
- 7.4 As such, it is acknowledged that during a disruptive event, not all council services will be able to run as normal. Although all services are important, priority to plan and for recovery will be given to those services which have been pre-identified by the Corporate Leadership Team that must be back up and running and where resources will be directed first, the 'prioritised services'. These are the service areas that;
- Deliver a service on Public Holidays, or;
  - Have measures in place to compensate for a service not being delivered on Public Holidays (e.g. additional bin collections arranged to allow for no service on Christmas Day).
  - Provide functions which, if ceased, would result in a significant increase in instances of death or serious injury.
  - Provide essential care which, if ceased, would result in a serious impact on the basic needs of the vulnerable.
  - Provide functions which, if impacted, would seriously disrupt the ability of the community to maintain essential activities resulting in significant social, environmental or economic harm.
- 7.5 It is unlikely that the entire service will be recovered immediately, however, the pre-identified prioritised activities within the service area will be restored first to mitigate impacts followed by the other activities when possible.
- 7.6 In order to determine a comprehensive list of priorities for the new authority, an initial Business Impact Analysis process needs to be undertaken by each directorate in order to identify all priority services and activities. This list will be subject to approval by the Corporate Leadership Team. The existing pre-identified District and Borough prioritised services and NCC prioritised list can be used as a basis for conducting the Business Impact Analysis (BIA) and developing BC plans although this will be reviewed as part of the work programme.



**These previously identified prioritised services are listed in the below table and will be reviewed by the new organisation** (The order of listing is not an indication of priority order):

<b><u>North Northamptonshire District &amp; Borough and Northamptonshire County Council's pre-identified list of prioritised services (what existing plans are based on).</u></b>	
<b>Department/Prioritised Service</b>	<b>BC Plan Ownership/Activity</b>
Waste	Refuse Collection
Housing	Perform statutory function of homeless prevention and resolution Responding to vulnerable tenants Continue provision of emergency response to tenants
Environmental Health	Health and safety response to serious accidents Environmental protection response to serious pollution events Outbreaks of infectious disease, and food poisoning Burials and Cremations Service
Building Control	Inspecting dangerous structures
Democratic Services	Event and time critical
Communications	Press and media management Social media Internal communications
Customer Services	Customer Contact – Telephone, safeguarding lines Customer Contact - Email Customer Contact - Face to Face Customer Contact - Out of Hours
Payroll Services	Payroll processing and payment of BACs
Revenues and Benefits	Benefit/CTS Assessment Council Tax Billing DWP Housing Benefit Subsidy (time critical)

Emergency Planning	Emergency response to incidents Incident Control Room (ICR) functions
Adult Social Care	Safeguarding Placements and discharges from hospital Crisis Response Team Authority Care Home Recovery
Children's Services	Safeguarding Emergency Duty Team
Bereavement Services	Coroners Service Registration of deaths
Highways	Emergency call out Winter maintenance service
Trading Standards	Emergency call out
Public Health	Communicable disease control/ Test and Trace Infection Prevention and Control (IPC) Outbreak Management
ICT	Corporate supporting service. Provision of Network Services / Applications / Access & Hardware
Web Team	Public information updates
Human Resources	Corporate supporting service. Workforce planning and employee relations
Facilities Management	Corporate supporting service. Provision of council buildings, access and responsibility for assets Property Helpdesk (including schools)

**7.7** The secondary focus of the authority's business continuity arrangements are developing plans for the functions that directly support operational activities. These are Facilities, Human Resources and ICT services.

**7.8** In addition to the above plans, an over-arching corporate business continuity plan will be developed to provide guidance for managing disruptions which affect more than one service area and to support the recovery of these services.

- 7.9** All service areas must eventually be restored following an unplanned disruption. As such generic plans will be in place for non-prioritised services.
- 7.10** Business continuity should also apply to outsourced contracts. Priority service areas that have outsourced contracts that are integral to the delivery of their prioritised activities should seek assurance that business continuity arrangements are in place with the contractor so that acceptable standards of delivery of services can continue in a disruptive event.
- 7.11** This policy does not seek to replace or supersede existing relevant policies or planning (e.g. site specific documents).

## **8 Roles and responsibilities**

The following list outlines roles which will ensure the success and support of the council's business continuity management programme.

### ***8.1 Chief Executive and Corporate Leadership Team***

- Overall strategic responsibility for setting business continuity objectives.
- Ensure the council's business continuity management policy is established for the benefit of the council and compliance with the Civil Contingencies Act.
- Communicate and promote business continuity across all council services.
- Approve prioritised services and activities at a corporate level.
- Ensure resources are available for business continuity.
- Participate in strategic level business continuity exercises where appropriate.
- Lead a strategic level Incident Management Team when strategic direction is required.
- Sign off corporate business continuity plan.
- Prioritise services across the council in a business continuity incident.

### ***8.2 Leader of the Council***

- Endorse and sponsor business continuity across all council services.
- Assist the strategic business recovery group where appropriate, communicating key information to other elected members and to the community.

### ***8.3 Corporate Management Team – Assistant Directors***

- Implement business continuity tasks for own areas of responsibility, and ensure they are resourced accordingly.
- Nominate a manager to be responsible for the creation and maintenance of BC plans for each service area that requires a plan.
- Raise awareness of business continuity across the organisation.
- Ensure individuals carry out their roles as appropriate within the organisation.
- Participate in strategic level business continuity exercises.
- Prioritise services and teams in a business continuity incident.
- Be part of a strategic Incident Management Team when required.

- Ensure there is a consistent approach to the implementation of the business continuity management programme.

#### **8.4 Business Continuity Sponsor**

- This will be a member of the Corporate Management Team to support the Business Continuity Coordinator in raising awareness of business continuity across the organisation.
- To attend quarterly business continuity meetings with the business continuity steering group.
- Reports to CLT on progress and any issues raised in the business continuity work programme.

#### **8.5 Business Continuity Coordinator**

- Coordinate business continuity policy and programme within the council.
- Monitor the performance of the BCMS and compliance with the policy.
- Provide support and guidance to BC plan owners.
- Schedule and chair quarterly BC meetings with BC steering group.
- Facilitate training, exercising and reviewing the business continuity programme.
- Reports to steering group on priorities and progress of the work programme.

#### **8.6 Business Continuity Plan Owners**

- Each department to appoint a BC representative who is responsible for writing, maintaining and reviewing plans for their service.
- Collect information for the BIA with guidance from the business continuity professional.
- Participate in exercises and testing of plans.
- Raise awareness amongst their teams of the BC plan as well as individual's roles within the plan.

#### **8.7 All Staff**

- Understand the business continuity programme and have awareness of the roles and responsibilities during an incident.
- Recognise an incident, alert responders and react appropriately.

#### **8.8 Interested Parties**

- This group could include councillors, suppliers, other local authorities, representative bodies, regulators and governing bodies.
- Act where relevant within the business continuity programme or in response to an incident.

## 9 Governance

- 9.1 The Assistant Director of Regulatory Services will have overall responsibility for the maintenance of the Corporate BCP, including reviewing, updating, training and exercising of the plan.
- 9.2 The BC Coordinator will have responsibility for the day-to-day administration and guidance of the service area BC Plans including training, exercising and maintenance.
- 9.3 A BC Governance Board/Steering Group will convene quarterly to oversee the implementation and monitoring of North Northamptonshire's BCM Strategy and will;
- Be chaired by the Business Continuity Coordinator.
  - Be attended by the BC sponsor and prioritised service area plan owners.
  - Oversee, advise and manage the business continuity programme.
  - Share best practice, make recommendations and report to CLT.
  - Identify any issues emanating from individual service areas, which could have an impact on the service area's continuity arrangements or other departments.
  - Horizon scan and raise awareness of future risks and disruptions.
  - Review the Corporate and Directorate Risk Registers at each meeting to ensure that the business continuity programme is aligned to these. CLT will review the Council's risk profile on a quarterly basis at corporate and directorate levels with designated SROs for each of the risks.
  - Identify the requirement for business continuity exercises and provide support as required to the exercise programme.

## The business continuity programme delivery

The council will follow the Business Continuity Institute's Good Practice Guidelines and The Business Continuity Management Lifecycle: Building Organisational Resilience in achieving the programme delivery.



A programme is needed to fully integrate business continuity into the organisation and achieve the duties of the Civil contingencies Act (2004). The following activities and documents support the delivery of the programme;

### 10 Analysis - Business Impact Analysis (BIA)

- 10.1 Better understanding the organisation is achieved through the process of Business Impact Analysis which determines the impact of a sudden disruption to the activities carried out by the individual service areas.
- 10.2 All service areas will eventually undergo an initial business impact analysis (BIA). However, the BIAs that will be conducted first will be those identified in the scoping section as delivering a prioritised service/activity. The BIA is essentially a questionnaire completed by individual service area managers or a delegated officer to

identify the business continuity requirements which are the time frames, resources and capabilities necessary to continue to deliver prioritised services.

**10.3** The BIA helps to understand:

- The service area's objectives, statutory duties and operating environment.
- The activities and resources required to support the delivery of key services.
- The impact of failure of these activities over time.
- The maximum tolerable period of disruption (MTPD), the time it would take for adverse impacts to arise as a result of not delivering a service or activity.
- The period of time that each service would need to be resumed by (Recovery Time Objective).
- The threats that could disrupt the service delivery.
- Methods of mitigating risks and maintaining service delivery.
- The resources required to maintain activities at a minimal acceptable level (Minimum Business Continuity Objective).

**10.4** Impacts over time by failing to deliver a service or activity could include;

- Failure to meet statutory or regulatory obligations.
- Personal injury to staff/resident/visitor/contractor.
- Financial impacts (penalties, loss of income, delayed payments).
- Public confidence and reputation.
- Implications for community or the environment.
- Delays to new projects.

**10.5** The information from the BIA process will be used to produce a list in rank order of the organisations prioritised services and activities. This will inform CLT decisions on how the effort should be distributed across priority services during an incident.

**10.6** BIAs will be updated every two years or after any significant changes within the service area.

**10.7** Details of key stakeholders are documented in detail in the individual Business Impact Assessments (BIA).

## **11 Risk assessment**

**11.1** Once the prioritised services and activities have been identified through the BIA, a risk assessment can be conducted to identify the risk and likelihood of potential impact due to various threats that could cause a business interruption to the prioritized services and activities.

**11.2** Any incident, large or small can cause major disruption to the organisation. Both external threats (the risk of an emergency occurring) and internal risks (business risks) can impact an organisation. The authority shall be prepared for risks including, but not limited to;

- Loss of, or access to, premises

- Loss of staff
- ICT failure
- Adverse weather
- Loss of utilities e.g. water, gas or electricity
- Loss of supplier or contractor
- Disruption to transport

**11.3** The identification of business continuity risks can be incorporated into corporate and service risk registers compiled by the Corporate Leadership Team. Risk assessment information will enable effective business continuity solutions and mitigation measures to be designed.

**11.4** If information is received that an emergency is likely to occur that will impact on the delivery of the council's prioritised activities and services, a meeting will be convened attended by senior managers and a member of the Business Continuity Steering Group forming the Incident Management Team to assess the risks in relation to business continuity.

**11.5** In the event of any major incident or emergency, business continuity management must form part of the council's strategy in its response capabilities.

## **12 Design & Implementation - Business Continuity Plan**

**12.1** It is essential to plan solutions to deal with disruptive situations so that the organisation can continue to function with as little interruption as possible. An over-arching corporate business continuity plan will be developed to provide guidance for managing disruptions which affect more than one service area and to support the recovery of these services.

**12.2** Each prioritised service area defined as in scope (see in scope section above) will have their own individual service area plan which will be developed by the manager or delegated officer responsible for that service area with support from the business continuity coordinator.

The plans will provide documented guidance and contain;

- A process for activating the response.
- Details to manage the immediate consequences of the incident.
- Defined roles and responsibilities during and following an incident.
- Interim solutions to maintain an emergency level of service.
- Risk mitigation measures to reduce the likelihood and/or impact of risks to the delivery of prioritised activities.
- Details on how the organisation will communicate with employees, key interested parties and emergency contacts.
- Procedures to recover, resume and restore to a predefined level of operation following disruption.
- A process for standing down once the incident is over.



- 12.3** There is a corporate template which should be used to complete plans, unless service areas have developed their own agreed plans working with the business continuity coordinator.
- 12.4** Business continuity plan owners will be responsible for regularly updating their business continuity plans. All plans should be reviewed annually or sooner following an incident or learning from an exercise. All contact details held in the plans will be updated no less than once quarterly.
- 12.5** BC plans should be sent electronically to the business continuity coordinator to be stored securely on Resilience Direct.
- 12.6** The information within the plans will help to develop the ICT disaster recovery plan in order to prioritise key software in an ICT disruption event.

### **13 Invoking the Business Continuity Plans**

- 13.1** In the event of a major incident involving wider consequences or the threat of an emergency, it may be necessary to escalate the response. Such incidents could include
- serious danger to the welfare of council staff, members or visitors
  - serious loss or damage to key assets
  - emergency situations in Northamptonshire
  - major disruption to council services
- 13.2** The procedure by which the Corporate Business Continuity Plan (CBCP) is invoked should be clearly documented in plans, setting out the individuals who have the authority to invoke the plan and under what circumstances. The CBCP may be invoked by any member of the council's Corporate Leadership Team.
- 13.3** The request to invoke service area plans may also be made at the same time. The CBCP should set out the process for both activating and standing down the relevant teams.
- 13.4** Once plans are invoked an Incident Management Team will be convened to identify the threat of risks to the organisation and any remedial action that needs to be taken in the immediate and longer term. This strategic team will focus on the issues that impact the organisation's objectives and services. The recovery effort will depend on the type of risk and the associated challenges.
- 13.5** The incident management team will be comprised of managers from;
- Corporate Leadership Team and Assistant Director Team
  - HR
  - Communications
  - ICT
  - Facilities

- Finance
- Health and Safety
- Business Continuity Sponsor and Coordinator
- A loggist will also record decisions.

**13.6** The role of the IMT is to provide the strategic command, control and decision making during a disruptive event. The IMT will establish how to maintain and restore each affected prioritised activity within the service area. The priority in which services affected by a disruption are allocated resources will also be confirmed. This will be based on the recovery time objectives of the prioritised activities across all service areas.

**13.7** A Tactical team may also be in place to coordinate the continuity of services, provide expertise and support to the operational group, and to ensure that resources are allocated where needed.

**13.8** An Operational Team may be required to focus on the continuation of activities in individual service areas and managing the effects of an incident.

**13.9** It is vital that during the time of a business disruption, managers can quickly gain an overview of the extent of the disruption to their own service area. This information will need to be escalated to the IMT so that the impact across all services can be established. Activities may include;

- Evaluating the extent of the situation and the potential consequences.
- Prioritising the reactivation of activities across all service areas.
- Acquiring sufficient resource to support the continuity of services/activities.
- Changing priorities as a situation evolves.
- Ordering and purchasing replacement equipment where needed.
- Ensuring measures are in place to protect staff welfare.
- Implementing measures to protect property, resources and ensuring all sites remain secure and safe.
- Agreeing recovery procedures in order to provide an operational service to employees and residents.
- Corporate communication with media, employees and the public ensuring protection of reputation throughout.
- Briefing members.
- Keeping records of decision making and expenditure arising out recovery operations.
- Instigate and oversee the insurance claim process.
- Recovery of damaged files, vehicles, equipment and premises.
- Organising the return to normality once the emergency period has passed through a Resilience Working Group.

## **Validation - Training, awareness and exercising BCM arrangements**

BC plans should be reviewed, exercised and validated at regular intervals to determine whether any changes are required to procedures and responsibilities.

### **14 Review**

The review of BCM arrangements shall be regular and be conducted either through self-assessment or formal audit. Planned review periods should not exceed 12 months. Periodically, the BCP may be audited in line with the council's auditing policy. The review should be documented and ensure that the BCM arrangements:

- Accurately reflect the organisation's objectives.
- Include a programme for training, exercising and awareness.
- Identify all prioritised service areas and supporting resources.
- Incorporate improvements identified during incidents and exercises.

#### **14.1 Management review of the BCMS**

Senior management shall review the authority's BCMS at planned intervals and when significant changes occur to ensure its continuing suitability, adequacy and effectiveness. This review shall include assessing opportunities for improvement and the need for changes to the BCMS, including the business continuity management policy and business continuity management objectives. The results of the reviews shall be clearly documented and records shall be maintained.

#### **14.2 Internal Audit**

The authority shall ensure that internal audits of the BCMS are conducted at planned intervals to determine whether the BCMS:

- Conforms to planned arrangements for BCM, including the requirements of this BCM standard.
- Has been properly implemented and is maintained.
- Is effective in meeting the authority's BCM policy and objectives.
- Provides information on the results of audits to management.

#### **14.3 Post incident review**

In the event of an incident that results in the invocation of the BCP, a post-incident review shall be undertaken to:

- Identify the nature and cause of the incident.
- Assess the adequacy of management's response.
- Assess the organisation's effectiveness in meeting its recovery time objectives.

- Assess the adequacy of the BCM arrangements in preparing employees for the incident.
- Identify improvements to be made to the BCM arrangements.

## **15 Maintenance**

**15.1** A maintenance programme will ensure that plans are updated by the plan owner:

- As employees or responsibilities change.
- If there are changes to the organisation's structure or services.
- If there are changes to the environment in which the authority operates.
- Following lessons learned from an incident or exercise.
- Following a review or audit.
- Following good practice.

## **16 Continual Improvement**

**16.1** The authority shall continually improve the effectiveness of the BCMS through the review of the business continuity policy and objectives, audit results, analysis of monitored events, preventive and corrective actions, and management review.

## **17 Training and Awareness**

**17.1** Raising awareness of BCM with staff is an essential part of embedding BCM within the culture of the organisation. Awareness training sessions will be provided for all BC plan holders.

**17.2** The authority shall ensure that all personnel who are assigned business continuity responsibilities are competent to perform the required tasks by:

- Determining the necessary competencies for such personnel.
- Conducting training needs analysis on personnel being assigned BCM roles and responsibilities.
- Providing training to all service areas providing prioritised activities.
- Ensuring that the necessary competence has been achieved.
- Maintaining records of education, training, skills, experience and qualifications.

## **18 Exercising**

**18.1** A business continuity plan cannot be considered reliable until it is exercised and has proved to be workable. There is a continual need to prove plans and strategies by testing them.

**18.2** The authority will exercise its BCM arrangements to ensure that they meet business requirements and are consistent with the business continuity objectives. The authority shall:

- Develop exercises that are consistent with the scope of the BCMS.

- Rehearse key staff and those involved in prioritised services.
- Have an exercise programme to ensure exercises are carried out at planned intervals and when significant changes occur.
- Carry out a range of different exercises including tabletop discussions, scenario, simulation and live exercises that taken together validate the whole of its business continuity arrangements.
- Plan exercises so that the risk of an incident occurring as a direct result of the exercise is minimised.
- Define the aims and objectives of every exercise.
- Carry out a post-exercise review of each exercise that will assess the achievement of the aims and objectives of the exercise.
- Produce a written report of the exercise, including lessons learnt, to determine any amendments required when the plan(s) are updated.

**18.3** The overarching BCP should be tested at least annually to ensure credible recovery preparedness. Test results shall be shared with the authority.

**18.4** Service-specific BCPs should also be tested at least annually. The respective business plan owner and the BC coordinator shall work with the CLT to perform these business-unit specific tests.

## **19 Communication**

**19.1** Copies of the BC Plans will be internally saved electronically under secure conditions.

**19.2** Copies will also be held on the North Northamptonshire's Resilience Direct page which can be accessed by the plan owners.

**19.3** The Civil Contingencies Act 2004 places requirements on Category 1 responders to 'publish aspects of their BCPs in so far as making this information available if necessary or desirable for the purposes of dealing with emergencies'.

**19.4** The overarching and department/service-specific BCPs shall include mandatory instructions, advice, process, procedure or guidance concerning internal and external communications. External communication during the time of crisis is a critical business process. The CLT shall develop the process and messages that will be communicated to the press and to staff in the event of an area-wide or department/service-specific business interruption.

**19.5** It is important that the authority informs partner organisations of any event that may threaten the delivery of its prioritised activities and activities. This information should be communicated in order to prevent, reduce, mitigate the effects or take action in connection with the threat to the delivery of services.

**19.6** In the *Communication Section* of the corporate business continuity plan and in individual service area plans a list of interested parties and key contacts is held who may need to be contacted prior to or during a business interruption event.

## 20 References & Glossary

### 20.1 References

- The Civil Contingencies Act 2004
- ISO 22301 and 22313 Societal Security – Business Continuity Management Systems – (2012)
- The Business Continuity Institute Good Practice Guidelines 2018 Edition
- Historic North Northamptonshire Safety and Resilience Partnership (NNSRP) Business Continuity and Recovery Documents
- Historic Northamptonshire County Council Business Continuity Documents
- Borough Council of Wellingborough Corporate Business Continuity Management Strategy and Policy
- North Northamptonshire Safety and Resilience Partnership (NNSRP) Emergency Plan and Emergency Response Plan

### 20.2 Glossary

BC	Business Continuity
BCP	Business Continuity Plan
BCM	Business Continuity Management
BCMS	Business Continuity Management System
BIA	Business Impact Analysis
CBCP	Corporate Business Continuity Plan
IMT	Incident Management Team