![Causeway Coast & Glens Borough Council logo]

Title of Report:	Business Continuity Management Policy
Committee Report Submitted To:	Environmental Services Committee
Date of Meeting:	13th June 2023
For Decision or For Information	For Decision

Linkage to Council Strategy (2021-25)	
Strategic Themes	Cohesive Leadership Improvement & Innovation
Outcome	Provide a Business Continuity Management framework to enable Council to respond to service disruptions.
Lead Officer	Head of Health & Built Environment

Budgetary Considerations	
Cost of Proposal	Nil
Included in Current Year Estimates	N/A
Capital/Revenue	N/A
Code	N/A
Staffing Costs	N/A

Legal Considerations	
Input of Legal Services Required	**NO**
Legal Opinion Obtained	**N/A**

Screening Requirements	Required for new or revised Policies, Plans, Strategies or Service Delivery Proposals.		
Section 75 Screening	Screening Completed:	Yes	Date: 31 May 2023
	EQIA Required and Completed:	N/A	
Rural Needs Assessment (RNA)	Screening Completed	Yes	Date: 31 May 2023
	RNA Required and Completed:	N/A	
Data Protection Impact Assessment (DPIA)	Screening Completed:	N/A	Date:
	DPIA Required and Completed:	N/A	Date:

1.0   Purpose of Report

1.1   The purpose of this report is to seek Council approval of the Business
        Continuity Management Policy.

2.0   Background

2.1   An Internal Audit identified improvements which could be made in relation to
        Council strategy on business continuity. The audit recommended that a
        Business Continuity Policy be developed.

2.2   The attached policy (Appendix A) addresses this recommendation. The aim
        of the policy is to develop, establish, implement and manage a robust
        Business Continuity Management System framework which will enable
        Council to make informed decisions and respond to incidents or disruptions to
        the delivery of its services for the local community.

3.0   Recommendation

        It is recommended that the Environmental Services Committee
        recommends to Council the adoption of the Business Continuity
        Management Policy.

BUSINESS CONTINUITY MANAGEMENT POLICY

Policy Number	
Version Number	1.2
Author	Emergency Planning Officer

Screening Requirements			
Section 75 Screening	Screening Completed:	Yes	Date: 31st May 2023
	EQIA Required and Completed:	N/A	Date:
Rural Needs Assessment (RNA)	Screening Completed	Yes	Date: 31st May 2023
	RNA Required and Completed:	N/A	Date:
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BUSINESS CONTINUITY MANAGEMENT POLICY

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1.0 INTRODUCTION

1.1 Business continuity is defined as the "capability of the organisation to continue delivery of products or services at acceptable predefined levels following disruptive incident," (ISO 220301:2012).

1.2 Causeway Coast and Glens Borough Council (CCGBC) provides a wide range of services to the community and works in partnership with others to deliver our strategic priorities. It is therefore essential that CCGBC has have a framework to build organisational resilience and mechanisms in place to ensure continued delivery of our most critical services, to at least a reasonable level, during any emergency or disruption.

1.3 CCGBC must have a holistic 'business continuity management' process that identifies potential threats and the impacts on the business operations and critical services those threats may cause. Business Continuity Management Systems (BCMS) form part of an overall management system that establishes, implements, operates, monitors, reviews, maintains and improves business continuity.

1.4 It is a requirement of the Local Government Auditor that each local authority have business continuity plans in place to deliver critical services in the event of an emergency.

1.5 In a disruptive situation, it will not be possible to run all council services as normal. Whilst all services are important, priority for recovery will be given to those which have been established to be the most essential business-critical activities that the Emergency Planning Implementation Group has agreed must be back up and running within 24 hours and where resources will be directed first.

1.6 The Business Continuity Management (BCM) Policy represents best practice as set out in the Northern Ireland Civil Contingencies Framework, the requirements of the ISO 22301 and the Business Continuity Institute 'Good Practice Guidelines 2018.'

1.7 This document outlines the Council's policy and requirements for BCMS.

1.8 In developing the business continuity management systems, CCGBC has referenced ISO 220301 and adopted Business Continuity Institute Good Practice Guidelines, 'Business Continuity Management Lifecycle Building Organisational Resilience.' (Figure 1).
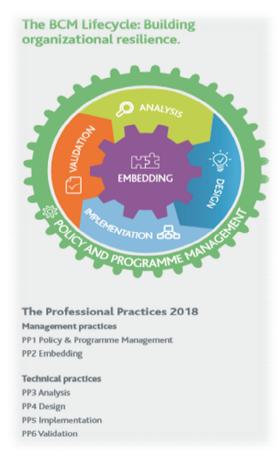
The BCM Lifecycle: Building organizational resilience.

The Professional Practices 2018

Management practices
PP1 Policy & Programme Management
PP2 Embedding

Technical practices
PP3 Analysis
PP4 Design
PP5 Implementation
PP6 Validation

Figure 1

2.0   POLICY STATEMENT

2.1   Causeway Coast and Glens Borough Council recognises the potential strategic, operational, financial and stakeholder support risks associated with service interruptions and the importance of maintaining viable capability to continue business processes with minimum impact in the event of an emergency.

2.2   The council is committed to ensuring robust and effective Business Continuity Management (BCM) as a key mechanism to restore and deliver continuity of key services in the event of a disruption or emergency.

2.3   All Council Departments will identify and prioritise their critical services in the event of an emergency that would impact on capacity to deliver normal services. An annual review of each service will be carried out to determine a list of critical services within the organisation and is detailed in a Departmental Service Plan.

2.4   Each Service Plan is owned by a respective manager that will ensure they have effective BCMS. This will enable their service to respond to an incident and manage the impacts, recovery and restoration of critical services should an incident occur, until normal operations are resumed.

2.5   CCGBC will develop and maintain BCMS aligned to meet the requirements of ISO 22301:2012.

2.6   To ensure the ongoing effectiveness of the BCMS arrangements, a structured approach to maintenance, reviews, exercises and audits is to be adhered to. Additional exercises, reviews and audits may be implemented following significant organisational change.

2.7   CCGBC will develop a culture of (BCM) that feeds into the Council's planning and management processes.

2.8   This policy will set a standard to protect and uphold the reputation of the Council and manage an up to date and relevant BCMS.

2.9   Senior management and other relevant staff in management roles throughout the organisation shall demonstrate leadership with respect to the BCMS.

2.10   All Departments must comply with this Policy.

Signed: _____ Date: _____
                Mayor
                Causeway Coast and Glens Borough Council

Signed: _____ Date: _____
                Chief Executive
                Causeway Coast and Glens Borough Council

3.   SCOPE

3.1   This BCM policy focuses on the development of business continuity arrangements for Council to respond to disruptions, using a risk-based approach.

3.2   The Council Business Continuity Plan is based on standards defined by ISO 22301, the Civil Contingencies Act 2004 and the Business Continuity Institute. Each Service Business Continuity Plan will be prepared to meet recognised standards of corporate governance

3.3   All departments within CCGBC are required to identify critical services and functions. Priority will be given to identifying council wide critical services. Business Continuity Plans will then be developed which will include identifying key activities/business processes and key staff within each service, as well as the minimum resourcing and staffing levels required, should there be an interruption in service.

4.   AIMS AND OBJECTIVES

4.1   The aim of this policy to develop, establish, implement and manage a robust BCMS framework which will enable CCGBC to make informed decisions and respond to incidents or disruptions to the delivery of its services for the local community.

4.2   The objectives of this policy are:

- To provide a framework for the development, implementation and monitoring of a Business Continuity Management System (BCMS).
- To ensure that the Council's capability to respond effectively to an incident is maximised.
- To mitigate the impact of disruptive events as far as reasonably practicable.
- Identification of the critical activities of its service areas via robust Business Impact Analysis (BIA) and Risk Assessment (RA).
- To promote the continuity of services with priority given to critical services.
- To integrate the Business Continuity requirements with the Emergency Planning responsibilities to ensure that in the event of a major disruption Council can respond appropriately both internally and externally.
- To identify and mitigate business continuity risk. Enhance service performance and delivery by understanding dependencies and associated risks.
- To undertake training and awareness programmes for staff, elected members, suppliers and partners.

5. **BCMS ROLES AND RESPONSIBILITIES**

5.1 The Emergency Planning and Implementation Group (EPIG) is responsible for this policy.

5.2 The key stakeholders who participate in Council's business continuity programme policy, planning and governance are senior management and critical systems, services and applications owners:

- Senior Leadership Team / Emergency Management Team;
- Emergency Planning Implementation Group
- Health & Built Environment Resilience & Business Continuity Coordinators
- ICT;
- Human Resources Services;
- Audit, Risk and Governance;
- Legal Services

5.3 Roles and responsibilities are detailed in Appendix 1

6. **TRAINING AND AWARENESS**

6.1 Business Continuity training for relevant staff is essential for effective resumption and recovery of operations. CCGBC is determined to provide the necessary education, training and experience to ensure the staff listed in Appendix 1 have the necessary competence to carry out their roles and responsibilities.

6.2 CCGBC will evaluate the effectiveness of training on an annual basis and retain appropriate documented information as evidence of competence.

7. **EVALUATION AND REVIEW OF THE POLICY**

7.1 At regular intervals, a performance evaluation will be undertaken of the Council's BCMS, to ensure its continuing suitability, adequacy and effectiveness.

7.2 This policy will be reviewed annually and earlier review may be required in response to exceptional circumstances, organisational change or relevant changes in legislation or guidance.

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

7.4 Any lessons learned from training, exercising or indeed invocation will be incorporated into the rolling annual review process.

7.5 A testing and review schedule will be drafted.

8.   COMMUNICATION

8.1   The Business Continuity Management Policy, BCMS and other supporting information will be placed in an appropriate place on the Councils Staff Portal and will actively be promoted by service management teams to both new starters as part of the induction process and existing staff.

8.2   Promoting business continuity awareness throughout the organisation will primarily be achieved through an e-learning package on Intranet, together with articles in staff magazines.

9.   FUNDING

9.1   All resources required for Departmental BCM contingency measures will be funded from existing departmental budgets. Directors should ensure sufficient funds are available.

10.   COMPLIANCE

10.1   The Civil Contingencies Act 2004 introduced a statutory requirement that essential services to the public be maintained during disruption. The Local Government (Northern Ireland) Order 2005 Article 29 provides powers to the Council to prepare plans for Civil Emergencies.

11.   SECTION 75 EQUALITY AND GOOD RELATIONS

11.1   Causeway Coast and Glens Borough Council is fully committed to meeting its obligations in relation to Equality and Good Relations under Section 75 of the Northern Ireland Act. In this regard this policy will be screened using Section 75 guidelines and will be subject to an Equality Impact Assessment if found necessary as a result of the screening process.

12.   CONTACT DETAILS

Any issues or queries relating to this policy should be addressed to:

Aidan McPeake
Director of Environmental Services
Riada House, Ballymoney
Tel. 028 27660237
aidan.mcpeake@causewaycoastandglens.gov.uk

APPENDIX 1

ROLES AND RESPONSBILTIES

Chief Executive Officer	- Strategic owner of the corporate business continuity plan. - Co-ordinate the Council's strategic response and recovery. - Convene and chair the Emergency Management Team (if necessary). - Consider any request for additional support (mutual aid) if required. - Provide leadership on implementation of the BCMS Policy. - Participate in tests and exercises. - Receive regular reports on and monitor compliance with the BCM policy and to consider whether there is need for further action. - Liase with appropriate elected members.
Emergency Planning Implementation Group (EPIG)	- Approve the BCM Strategy and Policy annually and ensure implementation. - Provide leadership and ongoing commitment to implementing the BCMS Policy. - Facilitate the implementation, development, training and exercising the Council and Service level BCP's. - Approve a post-incident report on business recovery and lessons learned.
Directors	- Ensure the BCM policy, programme and development plans is enforced and resourced appropriately - Participate as required in the Emergency Planning Implantation Group. - Ensure a Business Impact Assessment and Business Continuity Plan is effectively completed by their service units to address the services delivered by their department. - Regularly review their service unit BCPs to ensure the necessary contingency arrangements are appropriately developed to provide back up to normal service delivery. - Identify staff for training.

	• Ensure sufficient funds are available for required BCMS contingency measures. • Embed BCM culture into the ethos of operational management.
Heads of Service	• Lead Business Continuity arrangements within their service area. • Attend training commensurate with their role. • Complete Business Impact Analysis and identify critical areas within their service unit. • Identify staff from their teams, that have a role to play in any recovery, for suitable training. • Prepare a Service Business Continuity Plan covering all service delivery functions (priority for critical functions), update at least annually. • Implement the agreed arrangements in the event of a disruption. • Engage with testing and exercises.
Managers	• Be familiar with business continuity arrangements within their area • Attend training commensurate with their role. • Engage with testing and exercising. • Respond positively during a crisis situation.
All Staff	• Be familiar with business continuity arrangements within their area. • Be involved in training and awareness training sessions. • Engage with testing and exercises. • Respond positively during a crisis situation.

APPENDIX 2

DEFINITIONS

Business Continuity Management (BCM)

Holistic management process that identifies potential threats to an organisation and the impacts to business operations those threats, if realised, might cause, and which provides 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 22301:2012).

Business Continuity Management System (BCMS)

Part of the overall management system that establishes, implements, operates, monitors, reviews, maintains and improves business continuity. (The management system includes organisational structure, policies, planning activities, responsibilities, procedures, processes and resources.) (ISO 22301:2012).

Business Continuity Plan (BCP)

Documented procedures that guide organisations to respond, recover, resume, and restore to a pre-defined level of operation following disruption (ISO 22301:2012).

Business Continuity Programme

Ongoing management and governance process supported by senior management and appropriately resourced to implement and maintain business continuity management.

Business Impact Analysis

Process of analysing activities and the effect that a business disruption might have upon them (ISO 22301:2012).

Exercise

Process to train for, assess, practice, and improve performance in an organisation (ISO 22301:2012).

Event

Occurrence or change of a particular set of circumstances (ISO 22301:2012).

Incident

Situation that might be, or could lead to, a disruption, loss, emergency or crisis. (ISO 22301:2012).

Management System

Set of interrelated or interacting elements of an organisation to establish policies and objectives, and processes to achieve those objectives.

Maximum tolerable period of disruption (MTPD)

Time it would take for adverse impacts, which might arise as a result of not providing a product/service or performing an activity, to become unacceptable.

Minimum business continuity objective (MBCO)

Minimum level of services and/or products that is acceptable to the organisation to achieve its business objectives during a disruption.

Maximum acceptable outage (MAO)

Time it would take for adverse impacts, which might arise as a result of not providing a product/service or performing an activity, to become unacceptable

Policy

Intentions and direction of an organisation as formally expressed by its senior management (ISO 22301:2012).

Procedure

Specified way to carry out an activity or a process.

Recovery time objective RTO

Period of time following an incident within which, product or service must be resumed, or activity must be resumed, or resources must be recovered (ISO 22301:2012).

Risk assessment

Overall process of risk identification, risk analysis and risk evaluation.

Testing

Procedure for evaluation; a means of determining the presence, quality, or veracity of something.

Senior management

Person or group of people who directs and controls an organisation at the highest level

Verification

Confirmation, through evidence, that specified requirements have been fulfilled.