

Appendix A: Business Continuity Strategic Objectives and Actions

Business Continuity Strategic Objectives	Actions	Timescale	Lead	Success Criteria
1. Provision and implementation of a comprehensive Business Continuity Framework for all services and key partners	1.1 Compilation of Business Continuity Management Strategy for all services and use by key partners.	Dec 2010	Divisional Director: Risk & Assurance	<ul style="list-style-type: none"> • Single Member Decision to approve and adopt BC strategy
	1.2 Communication of Strategy to Divisional Directors	Mar 2011	Divisional Director: Risk & Assurance	<ul style="list-style-type: none"> • Communication of strategy and posting to Web etc
	1.3 Provision of an overarching Business Continuity Toolkit to satisfy the key requirements of a robust BC framework	Dec 2010	BC Project Manager	<ul style="list-style-type: none"> • Comprehensive BC Toolkit approved and posted to CIS
	1.4 Provision of an assessment framework to judge the performance of the strategy against the requirements of the CCA and BSI standard	Mar 2011	Risk Manager and BC Project Manager	<ul style="list-style-type: none"> • Single framework of PI's or reviews to assess the overall strategy

	1.5 Maintain Business Continuity performance indicators which support the assessment framework detailed above and monitor effective implementation.	Ongoing (annual)	Risk Manager	<ul style="list-style-type: none"> Business Continuity performance indicator targets are met
	1.6 In association with the above 2 actions develop a Business Continuity benchmarking framework to be able to monitor the maturity of BC processes in the Council and to compare with other Councils and partners.	Sept 2011	BC Project Manager	<ul style="list-style-type: none"> Annual monitoring of benchmarking results.
	1.7 Formal Annual update and review of the Corporate Business Continuity Strategy, Key Risks and Major Incident Plan.	Ongoing – annual	Risk Manager, BCEP Manager and BC Project Manager	<ul style="list-style-type: none"> Completion of annual review and sign off by Divisional Director
	1.8 Annual update and review of service BCP's for critical services.	Ongoing – annual	BC Project Manager	<ul style="list-style-type: none"> Maintenance of a Service BCP register recording dates of reviews & 'independent challenge' comments.

<p>2. Strengthen the co-ordination of Business Continuity Planning and prioritisation of resources in respect of our critical infrastructure – Property, IT, Staff & Transport</p>	<p>2.1 Development of individual, service-led strategies for corporate business continuity regarding property, Human Resources, IT, Transport.</p>	<p>Mar 2011</p>	<p>BC Project Manager & Service Managers as appropriate</p>	<ul style="list-style-type: none"> • Strategies for corporate resilience regarding HR, IT, Transport etc approved by Divisional Director.
	<p>2.2 Provision of key Property Information to support use of Key property assets in the event of an incident affecting services</p>	<p>Dec 2011</p>	<p>BC Project Manager & Service Managers as appropriate</p>	<ul style="list-style-type: none"> • Listings of all appropriate and available council properties, space, desk & pc numbers for use
	<p>2.3 Provision of key HR Information to support use of key staff in the event of an incident affecting services</p>	<p>Dec 2011</p>	<p>BC Project Manager & HR</p>	<ul style="list-style-type: none"> • Listing of all service structures and key contacts for critical areas
	<p>2.4 Provision of key Transport Information to support use of key transport assets in the event of an incident affecting services</p>	<p>Dec 2011</p>	<p>BC Project Manager & Transport</p>	<ul style="list-style-type: none"> • Listing of all available fleet, types of vehicles, qualified drivers and key contacts

	2.5 Provision of key IT information to support recovery of key IT systems in the event of an incident affecting services	Dec 2011	BC Project Manager & Head of Transformation	<ul style="list-style-type: none"> • Listing of all systems supporting critical services • Detailed DR plan for all critical systems • Testing plan for DR arrangements
	2.6 Provision of key building security and facilities management information to support recovery of key property assets in event of an incident affecting services	Dec 2011	BC Project Manager & Facilities Manager & Head of Heritage Services	<ul style="list-style-type: none"> • Security Arrangements for Buildings • Key Contacts and locations of keys and access points
3. Identification and evaluation of key business continuity risks associated with service delivery whether in-house or through key partnerships	3.1 Assessment of Emergency Management and Business Continuity risks at a regional level	Dec 2010	LRF, BCEP Manager, Risk Manager and BC Project Manager	<ul style="list-style-type: none"> • Community Risk Register for Avon & Somerset area published on Avon & Somerset Police website and signed off by regional LRF

	3.2 Assessment of Emergency Management and Business Continuity risks at a local level	June 2011	Risk Manager, BCEP Manager, BC Project Manager	<ul style="list-style-type: none"> Community Risk Register for B&NES either separate or incorporated with the LSP risk register and signed off at least at Divisional Director level
	3.3 Assist critical functions to identify, record & manage BC risks to their service delivery	Ongoing	Risk Manager, BC Project Manager & Service Manager	<ul style="list-style-type: none"> Business continuity risks to critical functions are recorded and managed. Risks are reflected either in risk registers or corporate business continuity strategy

	3.4 Identify, record and manage BC risks to service delivery of the organisation as a whole. (See also 3.2)	Ongoing	Risk Manager, BC Project Manager	<ul style="list-style-type: none"> • Business continuity risks to the organisation as a whole are recorded and managed. • Recorded either on corporate risk register, risk & assurance risk register or in business continuity strategy
	3.5 Assist critical functions in identifying and managing risks relating to key partners & suppliers.	Ongoing	BC Project Manager and Service Managers	<ul style="list-style-type: none"> • Risks specific to business continuity of key partners and suppliers are effectively managed.

	<p>3.6 Update the Councils Corporate Procurement Strategy and associated procedures to reflect the need for resilience in business critical functions where it is delivered externally through a contract.</p>	<p>June 2011</p>	<p>Corporate Procurement Manager</p>	<ul style="list-style-type: none"> • Council's Procurement Strategy reflects need for resilience in contracts for business critical functions. • All contracts for critical services specify requirements regarding BCM. • Critical Council services are satisfied with their contractors' BC arrangements
	<p>3.7 BC risks in significant Council Partnerships recorded and maintained either at Divisional Director or on Partnership Risk Registers.</p>	<p>Ongoing</p>	<p>Risk Manager, BC Project Manager & Service Managers</p>	<ul style="list-style-type: none"> • BC risks are recorded on DD Service Risk Registers or separate Partnership Risk Registers.

	3.8 Quarterly review of critical service Risk Registers to monitor level of risk relating to business continuity.	Ongoing (quarterly)	Risk Manager/BC Project Manager	<ul style="list-style-type: none"> BC is included as a risk on service/team risk registers
4. Provision of guidance, support and training focussed on the resilience of key partners and critical services	4.1 Provision of support – advice, training, workshops and briefings to staff regarding business continuity management and their roles & responsibilities. Include in induction training.	Ongoing	BC Project Manager	<ul style="list-style-type: none"> Training delivered, record maintained. Advice given on ad hoc basis. Training feedback shows that managers / key employees in Critical Services are confident in being able to maintain BC Plans.
	4.2 Critical services are directed to work with other interdependent services and PCT / Health & Wellbeing Partnership in business continuity planning to ensure co-ordination.	Ongoing	BC Project Manager	<ul style="list-style-type: none"> BC toolkit, training sessions and advice given stresses importance of planning for BC with key partners.

	<p>4.3 Provide direct and immediate business continuity support to Health & Wellbeing Partnership, by working with PCT Resilience Manager.</p>	<p>Mar 2012</p>	<p>BC Project Manager, BCEP Manager and PCT BC Support</p>	<ul style="list-style-type: none"> • Allocate a minimum of 33% of time of BC Project Manager to support in Health and Wellbeing Partnership • Health & Wellbeing Partnership Business Continuity Plans are in line with those of other Council critical functions. • Health & Wellbeing BCP's form part of the overall assessment of BC highlighted under objective 1 at start of Action Plan.
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	4.4 Ongoing update and review of intranet BC web pages.	Ongoing	BC Project Manager	<ul style="list-style-type: none"> • Regularly updated, maintained web pages
	4.5 Creation of and annual update & review of corporate business continuity toolkit	Creation complete. Reviews ongoing.	BC Project Manager	<ul style="list-style-type: none"> • Comprehensive BC toolkit available to assist managers to create standardised BC Plans
	4.6 Incorporate lessons learned from disruptions to business into service and corporate business continuity plans, increasing organisational resilience.	Ongoing	BC Project Manager	<ul style="list-style-type: none"> • BC Plans are reconciled to incident log (lessons learnt, action plans, action status).
	4.7 Independent review / challenge of Services' BC Plans	Ongoing	BC Project Manager	<ul style="list-style-type: none"> • Service BC Plans reviewed and a record maintained of reviews completed.

<p>5. Partnership working with all agencies to improve awareness and understanding of Business Continuity Management in the community</p>	<p>5.1 Ongoing review and update of public BC web pages.</p>	<p>Ongoing</p>	<p>BC Project Manager</p>	<ul style="list-style-type: none"> Maintained, comprehensive web pages are available to offer BC advice and guidance to local businesses.
	<p>5.2 Arrange business continuity forums/roadshows to give advice and information to local businesses.</p>	<p>Ongoing (Annual where resources allow)</p>	<p>BC Project Manager</p>	<ul style="list-style-type: none"> Roadshows / forums take place.
	<p>5.3 Creation and distribution of business continuity advice leaflets for local businesses.</p>	<p>Jan 2011</p>	<p>BCEP Manager</p>	<ul style="list-style-type: none"> Local businesses are provided with leaflets giving information regarding business continuity.

	5.4 Creation and distribution of business continuity advice for local Voluntary Agencies. Regular 'bulletin' updates.	Ongoing	BC Project Manager	<ul style="list-style-type: none"> • Council has provided BC presentation and a guidance pack to voluntary agencies within the Avon area. • Distribution of 'bulletin' BC updates to Voluntary Agencies Group following severe weather events etc.
	5.5 Attendance at local Project Argus events to give Business Continuity Advice to local businesses.	Attended Oct / Nov 2009, Mar 2010 Ongoing	BCEP Manager / BC Project Manager	<ul style="list-style-type: none"> • The Council has attended multi agency anti-terrorism exercises 'Project Argus' as part of a panel of expert speakers, offering BC advice to businesses.

	5.6 Liaison with Avon Fire & Rescue, Avon & Somerset Police regarding their advisory visits / roadshows for local businesses.	Ongoing	BCEP Manager / BC Project Manager	<ul style="list-style-type: none">• Council works in partnership with Emergency Services regarding advisory visits / roadshows for local businesses
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