By: David Cloake, Head of Emergency Planning

To: Governance and Audit Committee – 15 September 2010

Subject: Business Continuity

Classification: Unrestricted

FOR INFORMATION

Summary: This report sets out the current position with the management of Business Continuity across KCC and details the way forward and timetable being undertaken.

1.0   Background

1.1   Since the introduction of the Civil Contingencies Act 2004, KCC has implemented a programme of work to ensure compliance with the associated regulations to improve our response to our community and to maintain business performance in a time of crisis.

1.2   A key element of this capability is Business Continuity Management, which is designed to ensure that we understand the organisation from a viewpoint of critical function delivery, and puts into place a range of strategies and arrangements to protect these functions when any form of interruption is experienced. Additionally, BCM looks at recovery requirements and associated contingencies for alternative working during a crisis.

1.3   Much good work has been accomplished across KCC which has benefited the organisation in developing continuity options in the event of an emergency or crisis. Key to this approach has been a harmonisation of process and application that will enable the organisation to respond to a common capability and understanding.

1.4   KCC is a complex organisation with many functions that require accurate mapping and understanding. Additionally, interdependency and critical supply chain adds complexity to the picture, introducing the need to carefully consider the need for effective data management, plan building and policy setting.

2.0   Implementation

2.1   It is against this background that the Head of Emergency Planning decided to conduct a "root and branch" review of the current BCM process in and documentation in late 2008. The review confirmed that significant changes were necessary to facilitate improvement and to harmonise the corporate approach.

2.2   Of critical importance was the need for a suitable policy that could be supported by the whole organisation (see below), the phased implementation of a simpler process of data capture and usage, a generic set of planning principles that could be adopted and used by all easily and simply, and the need for immediate action to implement a common level of understanding about business risk.

2.3   Since this review, much of the work mentioned above has been implemented, including the adoption of the policy below; however, development has been slower than expected due to competing business demands and a longer

commissioning period of a comprehensive software solution. That commissioning process is now complete and corporate rollout is being delivered in September 2010, starting with EHW.

2.4   Colleagues and Members should be assured that KCC is in a good interim position where the base level information and interim planning arrangements remain valid, thus providing high levels of capability in this area. This is further complimented with a partial commissioning of our new software process, bespoke planning around staff shortages and fuel supply chain contingencies, as well as an overall improvement in emergency response capability.

3   Continuing development and implementation

3.1   Work continues in this area as a priority for the Head of Emergency Planning, meeting the needs of the authority and the points raised in the recent audit report. Corporately, support is strong from the resource directors and an operational working group which will assist us in further progressing the agenda and the recommendations made in the audit report. As detailed in our formal response, an agreed action plan is in place and being progressed.

3.2   The EHW commissioning process will assist in developing the corporate approach. It should be noted that much of the key data and planning procedures are already loaded into the software for all directorates, therefore this initial work should be completed by the end of October 2010.

3.3   With this in mind, it is envisaged that full roll-out of this solution will be achieved by the end of the calendar year, with plans in place for specific building related responses as well as specialised plans for interruptions to fuel supply and other critical resources.

4   Recommendation

4.1 The Committee is recommended to note the report.

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KCC Business Continuity Management Policy

November 2008

Overview

Business Continuity Management (BCM) will provide Kent County Council with a framework for building resilience and the capability for an effective response to events that might threaten it, so safeguarding the interests of all those who live and work in Kent. BCM is being implemented to ensure that in the event of an incident that causes disruption to the Council's operations, it can continue to provide essential services and recover the remaining services in a controlled manner.

The Chief Executive and Chief Officers have responsibility for the Council's implementation of BCM, which will follow the Business Continuity Institute's Good Practice Guidelines and enable the Council to meet its obligations under the Civil Contingencies Act (2004), as well as aspiring to compliance with the British Standard for BCM, BS 25999.

The implementation of BCM will lead to business continuity being embedded in the Council's culture such that its officers consider business continuity in all decision making and when procuring products and services from external suppliers.

Responsibilities

The following responsibilities are agreed for Business Continuity purposes:

- COG will take ownership of, and Amanda Honey (the MD for CMY) will act as the lead COG champion for the BCM Programme

- The Head of Emergency Planning will manage the BCM Programme and act as the internal "gatekeeper", owning and developing the technical planning processes for all planning continuity and resilience activities.

- The Resource Directors will take responsibility for BCM in their directorate and/or their field of responsibility, for example corporate ICT resilience and will work with the Head of Emergency Planning on the development of robust BCM solutions.

- The deliverables from the BCM Programme will be signed off by the MD and Resource Director in each directorate.

- Heads of Service will be responsible for ensuring that their elements of the Business Continuity Plans are maintained.