London Borough of Merton

STRATEGIC BUSINESS CONTINUITY PLAN

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Number	Comments
01.1	Original version
01.2	Updated Director information
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LONDON BOROUGH OF MERTON
MERTON'S BUSINESS CONTINUITY PLANNING STRATEGY STATEMENT

General Principles

The Civil Contingencies Act 2004 requires all local authorities to have arrangements in place in case of an emergency involving it's own assets and resources.

The Council currently has developed a 'Strategic Business Continuity Plan' that aligns to the requirements of BS25999. This Plan provides a framework for recovery and will enable the organisation to respond flexibly to major disruptions to service(s). The Plan includes a listing of key Council services in accordance with the following criteria:

- What priority does any particular service or function have in an emergency?
- How long can the Authority run without providing that service?
- Is there a statutory requirement to provide the service?

In addition to maintaining the provision of critical Council services, the corporate team will ensure that the Council fulfils their obligations to assist and support the community and the Emergency Services (Fire, Police & Ambulance) in their response to the emergency, as appropriate.

In support of the Strategic Plan each of the Council's Directorates have written Response Plans for those services deemed critical from the business impact assessments as agreed by CMT.

Plans will be regularly tested as part of the emergency planning & business continuity arrangements.

STRATEGIC BUSINESS CONTINUITY PLAN

1. OBJECTIVES OF THE PLAN

The objectives of the Strategic Business Continuity Plan are;

1. To provide a framework for business recovery and continuity of service across the council

2. To provide Recovery Teams with a strategic lead

3. Maintain those services not affected by event or events.

4. Give priority to restoring essential services in accordance with a pre-determined set of priorities.

2. PRIORITISATION OF BUSINESS CRITICAL SERVICES

In the event of a serious or catastrophic incident it is probable that some or all of the Council's critical services may be initially affected. Each Critical service is required to consider the impact on their services for periods of 24 hours, 48 hours, 3 days and 10 days. All critical services have developed Business Continuity plans to deliver their services for a minimum period of 24 hours without IT or access to council buildings. It will be necessary on each occasion for the Critical Incident Management Team to identify how these services are prioritised in order to recover and reduce impact from breaks in service. The process will be based on dynamic risk assessment using the criteria, life & limb, reputation and financial impact.

CRITICAL RESPONSE MANAGEMENT

The following support services will automatically be activated to support the Crisis management team in the recovery of critical services. These services have been agreed at CMT as part of the IT DR plan and recovery strategy. A full list of critical services can be found at: Y:\Emergency Planning\H drive EP contents\Business Continuity\2013 Update\Full BC Critical Summary 2012-13

Service	Officer responsible
Corporate Services Department	Director – Corporate Services
Corporate Safety Services	Head of Corporate Safety Services
Corporate IT	AD Infrastructure & Transactions
Facilities Management	AD Infrastructure & Transactions
Human Resources	Joint Head of HR
Communications	Head of Communications

Summary of Merton Services Required to Assist Recovery

Service	IT Recovery Time	Officer Responsible
Emergency Planning (BECC)	2-4 Hours	Head of Corporate Safety Services

Business Improvement – Systems Development	Recovery Resource	AD Business Improvement
IT Service Delivery	Recovery Resource	AD Infrastructure & Transactions
Facilities Management – All Council Buildings	Recovery Resource	AD Infrastructure & Transactions
Health & Safety	Recovery Resource	Head of Corporate Safety Services
Communications	Recovery Resource	Head of Communications
Customer Contact Centre	Recovery Resource	Head of Customer Contact
Employee Relations	Recovery Resource	Head of HR

Summary of Merton Business Critical Services for Recovery

Service	IT Recovery Time	Officer Responsible
MASH	8 Hours	AD Children's Social care & youth Inc
Vulnerable children, looked after children, young people known to Youth Offending team or otherwise at risk	8 Hours	AD of Children's Social Care & Youth Inc
Commissioned services for vulnerable children, young people or families, school premises and contracts	8 Hours	Head of Commissioning, Strategy and Performance
Support services for Schools (Seasonal) Vulnerable children in early years provision	8 Hours	Head of Education
Children with SEN or disabilities	8 Hours	Head of Education
Direct Provision	8 Hours	Head of Direct Provision
Access & Assessment	8 Hours	Head of Access and Assessment
MASCOT	8 Hours	Head of Direct Provision
Waste Operations – all services	8 Hours + Dynamic R.A.	Waste operations Manager

Environmental Health, Trading Standards & Licensing	8 Hours + Dynamic R.A.	Environmental Health, Trading Standards and Licensing Manager
Highways & Engineering	8 Hours + Dynamic R.A.	Traffic & Highways Manager
Building Control	8 Hours + Dynamic R.A.	Building Control Manager
Legal Services	8 Hours	AD Corporate Governance
Treasury	8 Hours	AD of Resources
Registration of Births, Deaths and Marriages	8 Hours	Registration Service Manager
Homelessness	8 – 16 Hours	Housing Needs Manager
Fleet Transport	8 Hours + Dynamic R.A.	Transport Services Commissioning Manager
Insurance	8 Hours	AD of Resources
Payroll	8 Hours	Joint Head of HR
Public Health	8 Hours	Director of Public Health
Revenues & Benefits	8 – 16 Hours	Head of Revenues & Benefits
Cemeteries and Crematoria	8 Hours + Dynamic R.A.	Cemeteries Manager
CCTV	8 Hours	Head of Safer Merton

DETAIL:

CRISIS MANAGEMENT TEAM

The Chief Executive or his nominated Deputy will lead the Crisis Management Team.

Chief Officers or their nominated deputies will be responsible for organising the work of their departments to provide an emergency service and then to restore normal service as part of the planning outcomes.

<u>Objectives</u>

The Crisis Management Team are responsible for the direct management and implementation of the Strategic Business Continuity Plan.

This Team will have complete authority to make any decisions and financial expenditure in order to mitigate or reduce the loss or consequences of the loss upon the Authority.

The Crisis Management Team may form subgroups to handle specific aspects. Each of these subgroups will be led by a member of the Crisis Management Team who will report back directly to the Chief Executive.

The Team will deal with the media, legal and any other high profile aspects arising from the incident.

Time of formation: Immediately on notification of a disaster.

BUILDING SERVICES RECOVERY TEAM

Objectives

The team will have direct responsibility for all aspects of damage, security and safety of any affected building and for the establishment of alternative and new premises including some peripheral aspects. To mitigate any loss it will consider salvaging as much of the contents as possible.

Time of formation: Immediately on notification of a disaster.

FINANCE RECOVERY TEAM

Objectives

To deal with the financial controls, insurance claims, provide administration backup and liaise with external bodies.

Time of formation: Immediately on notification of the loss

INFORMATION TECHNOLOGY AND COMMUNICATIONS RECOVERY TEAM

Objectives

- To oversee the implementation of the ICT DR plan at the Recovery and DR data centres.
- To install working data backup and restoration services at the DR data centre
- To install working communications after any loss of service.

Time of formation: Immediately on notification of the loss.

HUMAN RESOUCES RECOVERY TEAM

Objectives

To deal with provision of staff contact information for cascade, all staff relocation and staff problems arising form the incident.

Time of formation: Immediately on notification of the loss.

ADMINISTRATION RECOVERY TEAM

Objectives

To procure and replace essential office equipment and supplies as required.

Time of formation: Immediately on notification of the loss.

3. Disaster Recovery : See DR Plan

4. Activation of the Strategic Business Continuity Plan

The plan can be activated directly or indirectly through the Council's Emergency Plan activation arrangements or through the Director of Corporate Services.

The main events that could lead to the activation of the plans are:

Major services failure, IT server failure, loss of staff, severe or extreme weather conditions, pandemic illness, denial of access to the building, industrial action

In all of the above the Strategic Business Continuity Plan will be implemented immediately. In scenarios where the Council's Emergency Plan covers the initial response, there will be an orderly transition from the Emergency Plan to the implementation of the Strategic Business Continuity Plan as the event develops.

Implementing the Plan

The aim of the Strategic Business Continuity Plan is to provide a set of effective and practical procedures which;
- Minimise disruption within each business area
- Enable normal working to be resumed in the shortest possible time post incident

Stage 1 of the incident,

1. Under the arrangements of the Council's Emergency Plan, The Incident Controller will ensure that the Emergency Response Team considers the impact on services and the needs for recovery and inform CMT.

2. The Emergency Response Team will assess the extent of damage and disruption and formulate a short term plan for dealing with the incident.

3. The team will provide regular briefings for the Chief Executive, Crisis Management Team, Members and the media on progress and the timetable for recovery.

4. All work and decision making by the Emergency Response Team will be properly documented and stored.

5. Activation / Call Out Arrangements

During Working Hours

If an incident is of a significant and visible nature such as a fire or flood, then it is likely that knowledge of the incident will be passed on to relevant Managers very quickly.

Managers should inform the Emergency Planning Team, the Director of Corporate Services or the Chief Executive if the incident is considered to be of a serious nature.

On being advised of an incident covered by this Plan during normal working hours, the Emergency Planning Team will make arrangements to open an incident control room, which if available, will usually be based in the 8th floor Civic Centre.

If the incident requires the evacuation of the Civic Centre for any length of time, then the activation of the Disaster Recovery plan will commence and Gifford House or other nominated building will become the Borough Emergency Control Centre (BECC).

Outside of Working Hours

Information regarding an incident outside of working hours will be received by MASCOT.

- MASCOT will notify the Duty Local Authority Liaison Officer (LALO) in accordance with the call-out arrangements for a Major Incident as defined in the Emergency Plan.

- The Duty LALO may then decide to contact either the Borough Civil Contingencies Adviser or the Head of Safety Services if they feel that the Corporate Business Continuity Plan should be brought into operation.

6. Roles and responsibilities

CMT – Once informed of and incident requiring activation of the Strategic Business Continuity Plan, CMT will form the Crisis Management Team and will be responsible for the recovery strategy and dynamic risk assessment for recovery.

Director of Corporate Services will be responsible for leading the council's response to the incident and updating the Crisis Management Team.

7. Communicating with staff

- During hours managers will cascade information to staff using standard phones, mobiles and face to face contact. Where staff are on leave, Managers will need to contact HR to run a report to give the manager alternative contact details as per the process below.

- Out of hours – communication will be initiated through the emergency out of hours contact list. An additional contact within HR will be added to the emergency call out procedure specifically for the communication cascade event,