



Business Continuity Strategy

Version 1.0

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Key Information

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1 Introduction

All organisations can suffer disruptions and business continuity at its simplest is about how they cope with the disruption. Business continuity is defined as the capability of an organisation to continue delivery of products or services at acceptable predefined levels following a disruptive incident. This is particularly important for Brentwood Borough Council as we provide a large range of services to the public and disruption to service provision will directly affect the residents within the borough.

Brentwood Borough Council is committed to ensuring robust and effective business continuity management as a key mechanism to restore and deliver continuity of key services in the event of a disruption or emergency.

The business continuity strategy has been developed with reference to, and will apply best practice as contained within the Business Continuity Institutes Good Practice Guidelines and the International Standard for Business Continuity ISO 22301 for the identification, evaluation and mitigation of key risks that could disrupt the delivery of critical services. The adoption and integration of an effective and transparent corporate approach to proactive business continuity management throughout the organisation will help to promote a culture of resilience to underpin the continuous delivery of services.

The strategy provides the framework to promote year on year improvements to the ongoing resilience of the Council, its partners and residents. It details the process to assist the organisation to anticipate, prepare for, prevent, respond to and recover from disruptions, whatever the source.

2 Strategy Context

The strategy aims to ensure Brentwood Borough Council:

- Complies with its statutory duties under the Civil Contingencies Act 2004 whilst improving its ability to continue to provide its services during a disruption.
- Meets the Outcome identified in the Policy - Improve resilience throughout the organisation by having robust business continuity management processes in place.
- Meets the Priorities identified in the Policy - Continuous programme of planning, reviewing and exercising of all service plans.

The business continuity management lifecycle (shown below) shows the stages of activity that the Council will move through and continuously repeat to improve its resilience to disruptions. The business continuity policy and strategy acts as the cornerstone for the successful delivery of a business continuity management system and forms the outer ring of the lifecycle.



Business Continuity Management Lifecycle (BCI 2015)

Analysis	Continually reassess the implications to service delivery of a business interruption
Design	Identifies alternative methods to enable continuity of service
Implementation	Develop Corporate and Service level plans for use in the event of an incident
Validation	Enhance the effectiveness of plans by regular review and exercise
Embedding	Due to the ongoing nature of the lifecycle there is good management engagement towards business continuity within the council. This is further enhanced because some services are using the principles daily to deliver an uninterrupted service to the boroughs residents.

3 Strategy Action Plan

The action plan has been developed as part of the overarching strategy to deliver business continuity management within the authority. The Risk & Insurance Officer will continue to take a hands-on approach working with service areas to develop, maintain and exercise their business continuity plans.

It is noted by the Risk & Insurance Officer that the organisation is in a period of transformation and will ensure that business continuity continues to evolve in conjunction with changing service provision.

3.1 Key Actions

Since 2017 a rolling programme has developed for the continual development of business continuity plans. The intention is for this programme to continue for all service areas covering the following over a three-year period.

Historic Actions

2017/18 External review of Emergency Planning and Business Continuity

Future Actions

2018/19	Re-write of business continuity policy and strategy documents Business impact assessments to be completed for all service areas Creation of new business continuity plans for individual services Table top exercise of the corporate business continuity plan
2019/20	Table top exercises of individual service plans Review of corporate business continuity plan
2020/21	Review of business continuity policy and strategy documents Robust check & challenge of individual service plans Review of individual services without plans Table top exercise of the corporate business continuity plan

3.2 Performance Management

Performance is monitored as a percentage of plans challenged and or exercised annually with a requirement for 100% completion.

3.3 Monitoring

The day to day business continuity management process will be monitored by the Risk & Insurance Officer as part of normal service planning, reporting monthly to the Chief Operating Officer.

Business Continuity Management forms part of the annual governance statement.

3.4 Governance

The Risk & Insurance Officer are responsible for the content and currency of the strategy along with the related policy and will review it every second year or if major changes take place. Any revisions will be approved by the Chief Operating Officer before implementation.

4 Links to other Corporate Policies, Strategies or Partner documents

The business continuity management process should be an integral part of day to day business being applied to and linked with all aspects of the Council's services, policies and procedures.

Partners should be encouraged in turn to have robust plans in place.