



# **Royal Borough of Kingston**

## **Business Continuity Policy and Strategy**

**Version 4  
Updated 3 March 2010**

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## Document Version Control

<b>Author</b>	<b>Date</b>	<b>Version</b>	<b>Notes</b>
Rachel Willsher	16/03/09	Draft 1	Distributed to Mike Jacobs, Rob Bell & Jeremy Kite.
Rachel Willsher	20/03/09	Draft 2	Incorporates Jeremy & Mike's comments. Distributed to Gerry Sevenoaks, Rob Bell & Jeremy Kite.
Rachel Willsher	03/02/10	Draft 3	Endorsed by Strategic Leadership Team report 02/03/10
Rachel Willsher	03/03/10	Draft 4	Approved by Executive 31/03/10

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## Overview

1. Business Continuity Management is a framework that assists in the management of risks which might impact the smooth running of an organisation or the delivery of a service. These risks could be from the external environment (e.g. power outages, severe weather etc.) or from within an organisation (e.g. systems failure, loss of key staff etc.). The purpose of Business Continuity Management is to facilitate the recovery of key business systems within agreed timescales whilst maintaining the Council's critical activities and the delivery of vital services to the public.
2. Business Continuity Management is an ongoing process that will assist the Council to anticipate, prepare for, prevent, respond to and recover from disruptions. The process is about maintaining the essential business deliverables of an organisation in an emergency. This Council provides services to the public and it is essential that these services are protected and resilient.
3. The Council is required by the Civil Contingencies Act 2004 to have Business Continuity Management in place and is encouraged to work towards British Standard 25999 as a framework for those arrangements. This document sets out the Business Continuity Policy and Strategy framework for Business Continuity Management within the Council which is in line with British Standard 25999. It is not intended to be an operational document.
4. Business Continuity Management complements and interrelates with other corporate activities, notably risk management and emergency planning.
  - **Emergency Planning** is concerned with ensuring the Council can respond to major incidents affecting borough residents and businesses. Examples could include flooding, a major traffic accident or a bomb threat. Some incidents such as flooding in Kingston Town Centre which flooded part of the Guildhall Complex may trigger both Emergency Planning and Business Continuity. In such circumstances the Council must both support those residents and businesses directly affected by the incident and ensure it can continue to deliver critical activities. Two teams and two sets of plans would work closely together to ensure both aims are achieved.
  - Risk is the likelihood that something could happen leading to unintended effects which may impact adversely on our ability to achieve our objectives. **Risk Management** is a systematic process for the assessment, treatment, and monitoring of risks, in a cost effective manner. Part of Business Continuity Management is assessing which risks are likely and/or serious in terms of their impact on the ability of a service to continue. Strategies and plans can then be put in place to mitigate, respond to and recover from the impact of such risks.
  - Risks will be assessed during the Business Impact Analysis against a 5 by 5 matrix in accordance with the Council's Risk Management Policy and Strategy. Each risk will be given a score which places it into one of three bands – high, medium, low – on the risk matrix which allows for the concentration of time, effort and resources on high Risks. The black line on the matrix indicates the Council's Risk Appetite.

## The Civil Contingencies Act November 2004

5. The Council is required by the Civil Contingencies Act 2004 to put in place Business Continuity Arrangements. Specifically, the Act requires:
  - a. Local Authorities to maintain plans to ensure that they can continue to exercise their functions, in the event of an emergency so far as is reasonably practicable. The duty relates to all functions, not just their emergency response functions.
  - b. Local Authorities to assess both internal and external risks when developing and reviewing Business Continuity Plans.
  - c. There must be a clear procedure for invoking the Business Continuity Plans.
  - d. Business Continuity Plans must include arrangements for exercises for the purpose of ensuring the plan is effective and arrangements for the provision of training to those involved in implementing the plan. Plans must be reviewed and kept up to date.
  - e. Local Authorities are required to provide advice and assistance to businesses and voluntary organisations about Business Continuity Management (May 2006).

## Aim and Objectives

### **Aim**

6. To provide a resilient framework for the Council's critical activities and other services and ensure the community receives the appropriate level of service during a disruption.

### **Objectives**

7. To improve the resilience of each department through planning and mitigation measures.
8. To efficiently maximise the use of resources during an interruption to service provision.

## Strategy



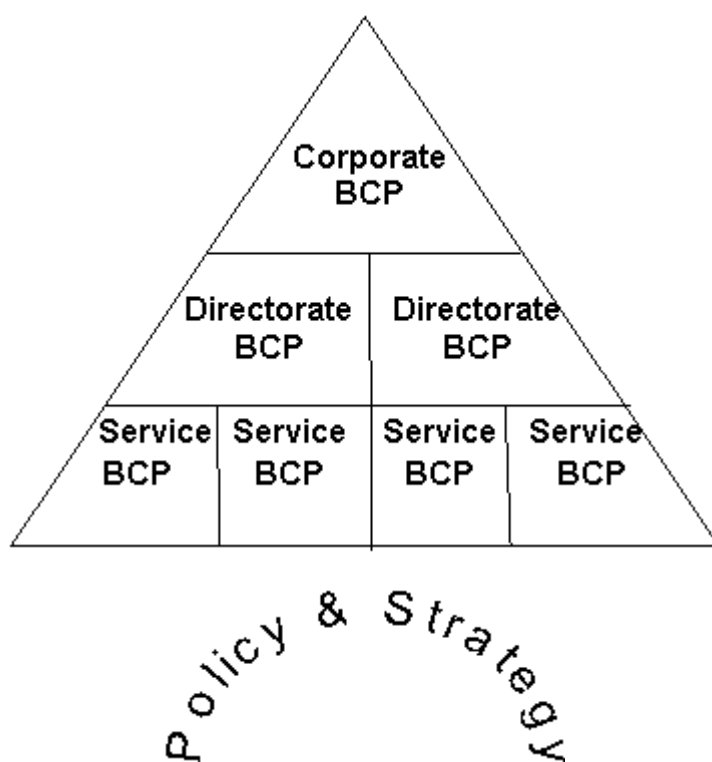
9. The Council's strategy is to follow the Business Continuity programme management cycle (see below) devised by the British Continuity Institute and British Standards Institute and recognised as best practice.

***The Business Continuity Management Lifecycle – British Standard 25999-1  
and British Continuity institute Good Practice Guidelines***

The Business Continuity process is a cyclical path which incorporates the following:

- a. Business Impact Analysis – identifying all services of the council and allocating each to a category based on their priority.
- b. Assessing the vulnerabilities of the critical activities (to be resumed within 72 hours) to various threats which could cause serious disruption to the provision of the service.
- c. Risk Reduction – identifying methods of reducing vulnerabilities and increasing capabilities.
- d. Strategy Formulation – developing the range of responses the Council will adopt, to ensure that critical activities are restored within their agreed timescales.
- e. Planning – creating Business Continuity Plans and procedures to facilitate response and recovery.
- f. Training & exercising – scheduling a series of training events and response exercises to ensure all staff are aware of their roles and responsibilities.
- g. Review – annual evaluation of changes and Business Continuity direction, to ensure that the plans remain up to date and fit for purpose.

10. Business Continuity Plans will be developed within the framework provided by this Policy and Strategy, within which is a Business Continuity Plan hierarchy, comprising Business Continuity Plans for critical activities which feed into Directorate Business Continuity Plans which in turn feed into the Corporate Business Continuity Plan:



*The Corporate Business Continuity Plan addresses issues which are common to responses across the Council including media, casualty management, next of kin contact and other communication.*

*Directorate Business Continuity Plans coordinate development of service Business Continuity Plans and response to incidents which impact more than one team.*

*Service Business Continuity Plans contain operational detail around critical activities including response and recovery.*

## Policy and Principles

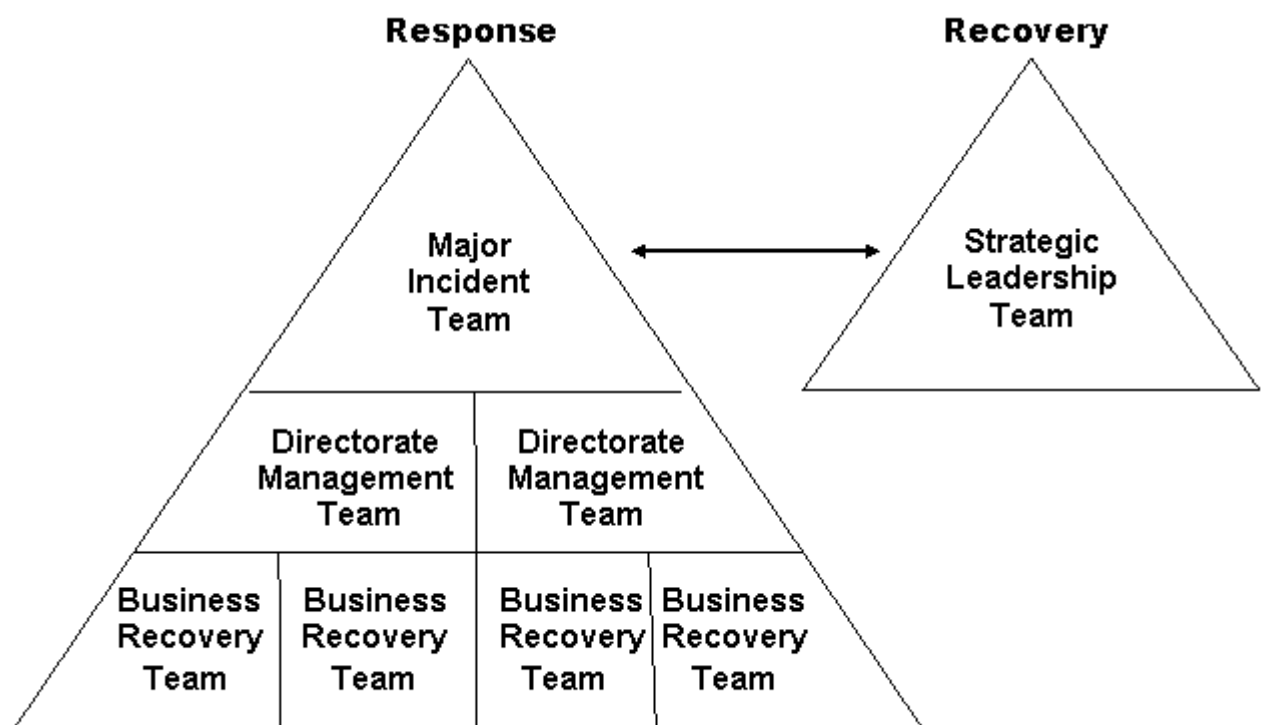
11. The following policy and principles underpin the Council's Business Continuity arrangements:
  - a. Business Continuity Management activity supports the Council's strategic objectives.
  - b. The Business Continuity Management Policy and Strategy will be considered and implemented for the Council as a whole and may be supplemented by local measures introduced by service managers.
  - c. The Council will assess which are its Critical Activities, identifying the Minimum Level of Service Provision, the Maximum Tolerable Period of Disruption and Recovery Time Objectives.
  - d. All services must be subject to regular ongoing risk management reviews and business impact analyses, to agree Business Continuity Management priorities & continuity strategies.
  - e. Business Continuity Plans will exist to manage the response to and aftermath of any potential disruption.
  - f. Regulatory and legislative requirements will be met.
  - g. The Council's Business Continuity Management approach will be in line with British Standard 25999 principles.
  - h. The **Director of Environment and Sustainability** has responsibility for maintaining the Business Continuity framework including this Plan and associated procedures and for providing advice and guidance on their implementation.
  - i. All **Service Managers** are responsible for implementing the process within their areas of responsibility and own all resulting Business Continuity Plans.
  - j. Business Continuity considerations will be an integral part of all new services or plans.
  - k. Contractors will be required to evidence Business Continuity Planning which fits with the Council's Business Continuity Management framework.
  - l. The Council will work with key Partners to develop and exercise respective Business Continuity Plans and provide joint training where appropriate.
  - m. Recognising the synergies, the development of Business Continuity will be closely linked with Risk Management and Emergency Planning.

## Roles and Responsibilities

12. As Business Continuity involves all areas of the Council, management of the process will be required at various levels. The aim is to embed Business Continuity Management in the organisational culture as part of the normal management process.
  - a. The **Executive** will have oversight of Business Continuity arrangements and delegated authority to review and approve any changes to the Business Continuity Management process and to challenge progress in implementation or testing.
  - b. The **Executive Member for Planning and Regeneration** will act as the **Member Champion** with specific responsibility for promoting Business Continuity for liaising with the Strategic Leadership Team on this matter for promoting Business Continuity in the wider community.
  - c. The **Strategic Leadership Team** headed by the **Chief Executive** will be responsible for overseeing the delivery of Business Continuity through strategic direction and supporting directorates in their involvement in the process. In addition, Strategic Leadership Team will also ensure that each directorate has fulfilled the requirements of the Business Continuity Strategy. Strategic Leadership Team will liaise with Major Incident Team for incident management, and then provide an ongoing strategic direction for recovery until normal operations are resumed.
  - d. The **Director of Environment and Sustainability** supported by the **Contingency Planning Team**, will prepare all strategies, plans, guidance and templates for the authority at corporate level and be responsible for document control. They will be responsible for advising service managers on their Business Impact Assessments and Business Continuity Plans, reviewing business continuity risks and Business Continuity Plans and for determining the Council's response. The Team will also promote the engagement of all staff in the Business Continuity Process and promote Business Continuity Management to Businesses and Residents. The Team will produce reports and updates for the Strategic Leadership Team and Members and material for publication.
  - e. The **Major Incident Team** do not have a planning role but will coordinate the immediate response to any Business Continuity event which affects more than one Directorate. Major Incident Team will provide Strategic Leadership Team with information about any incident to aid Strategic Leadership Team to make their decision to invoke. The strategic role will pass to the Strategic Leadership Team for the recovery phase.
  - f. **Directorate Management Teams** will actively promote Business Continuity to their staff and ensure the Business Continuity cycle is carried out within their Directorate. They will also coordinate response and recovery at Directorate level.
  - g. **Service Managers** prioritise their activities, taking into account customer requirements, Service Level Agreements, legal and contractual obligations to be updated annually. They will engage staff and partners to create and maintain Business Continuity Plans, which will include arrangements for critical activities. Business Continuity Management arrangements are to be included in the Team Plan for each service. They must identify a **Business Recovery Team** to undertake the operational activities within the framework defined at Directorate and Corporate level.

## Response

13. The response to incidents will be managed according to the hierarchy established earlier. Business Continuity Plans are in place and will be used flexibly to inform the response according to the scope and magnitude of the disruption.
14. Corporate – incident impacts more than one Directorate:
  - a. The **Major Incident Team** in liaison with the **Strategic Leadership Team** will provide strategic direction for the immediate response and co-ordinate responses to the incident causing disruption. The **Major Incident Team** will liaise with **Directorate Management Teams**.
15. Directorate – incident impacts more than one service within the Directorate:
  - a. Directorate responses will be co-ordinated by the **Directorate Management Teams**. In a corporate incident, this role will take direction from, and make requests to, the **Major Incident Team**.
16. Service – incident impacts individual service in isolation:
  - a. Responses will be co-ordinated by the **Business Recovery Team** as identified by the **Service Manager** in the service Business Continuity Plan with reference to the **Directorate Management Team**.



## Recovery

17. Following completion of the immediate response phase and management of the incident, the Strategic role for recovery and resumption passes from the **Major Incident Team** to the **Strategic Leadership Team**. The **Major Incident Team** may continue to have a role under the **Strategic Leadership Team's** direction.
18. Coordination and direction at Directorate level will be provided by **Directorate Management Teams**.
19. Services will be recovered by their respective **Business Recovery Teams** as identified in their Business Continuity Plan. Business Continuity Plans will be used flexibly to inform the response according to the scope and magnitude of the disruption.
20. Business Continuity Plans are in place for the Information and Communication Technology infrastructure and Guildhall Offices and if required any resource allocation will be determined corporately. Critical activities will be restored first to reduce the impact experienced by the community. The Business Impact Analysis will be used to identify the order of service restoration based on the type of business interruption. Services can be restored concurrently.
21. Key Recovery Objectives:
  - a. In the event that the system is down, Information and Communication Technology will liaise with the service provider, who will divert numbers as soon as is technically possible.
  - b. Access to databases is available within the critical timeframe (listed in the Business Impact Analysis) in order to support each service.
  - c. Suitable premises and resources are made available within the pre-determined timescales for service interruption.
  - d. Nominated backup call centre location is identified.
22. The results of each Business Impact Analysis will determine the resources required by each service for restoring the service. To facilitate resource recovery, one or more of the following options should be implemented:
  - a. Short-term re-allocation from other departments
  - b. Sufficient backup supplies are held centrally, or can be delivered within 12 hours, in order to cover critical service provision.
  - c. Backup supplies of specialist equipment are available within the required timeframe, for the service to be resumed.
  - d. Key resources are to be held at Local Authority locations throughout the Borough, or mutual aid arrangements ensure that these key resources can be utilised.

## Resumption

23. Recovery is the process of getting back to normal operations. Once the Council is either in its pre-incident way of operation or new ways or ongoing operation have been agreed Business Continuity Plans are 'stood down' and Resumption occurs.
24. Roles and responsibilities will be as under normal operation pre-incident or as has otherwise been agreed.

## Review

25. The Business Continuity Policy and Strategy, Corporate Business Continuity Plan and the component parts of the Business Continuity framework will be reviewed on an annual basis or when significant change occurs in the organisation, regardless of when it occurs.
26. An annual update on the framework and progress on embedding business continuity arrangements will be submitted to the **Strategic Leadership Team** and to the **Executive**.
27. Initially the focus will be on establishing Business Continuity arrangements for priority services containing critical activities. In subsequent years, the strategy will focus on reviewing these services and establishing the arrangements for other services.
28. Any changes to the Policy and Strategy or Corporate Business Continuity Plan are to be agreed by the **Strategic Leadership Team**.
29. Amendments can be submitted to the **Strategic Leadership Team** at any time following internal changes to structure or capabilities, actual incidents of service disruption or other events that necessitate strategy review.

## Equalities Impact

30. The nature of the function is that it will take affect unexpectedly and in difficult circumstances. Going through process intended to minimise determined impact on different groups within strands. Individual plans should identify and integrate specific impacts. The Council will take a proportionate and reasonable approach to ensure that employees and service users are not affected in any crisis in a detrimental or negative manner.
31. Detailed guidance has been provided highlighting potential impacts and each Business Continuity Plan is required to identify any staff or client groups which might be particularly impacted by disruption to the service. For each group the Business Continuity Plan must consider whether there is any specific action which can be taken to reduce this impact.

## Critical Activities

32. Critical Activities are identified through Business Impact Analysis and the resulting list is confirmed by the Strategic Leadership Team. A list of services containing critical activities is appended as Appendix A. For these services, the resources required to operate their critical activities at a minimum acceptable level of service are to be made available within 24 hours. To

ensure this capability is maintained, the following arrangements must be made:

- a. Key information including the Business Continuity Plan is accessible off-site and is updated as frequently as is necessary for service resilience.
- b. Key staff contact details are available to the service manager and deputy at all times.
- c. Managers/supervisors/co-ordination staff are able to work at home or other nominated locations (to be tested at least once every 6 months)
- d. Adequate training is provided to ensure team members have the capability to perform multiple roles, to enable service delivery.
- e. Reserve staff are identified from alternative areas within the department.
- f. A minimum of 2 agencies are identified for reserve staff and arrangements are made for immediate deployment.
- g. Mutual aid agreements with neighbouring boroughs or other public bodies are made for staff and resource provision and arrangements are made for immediate deployment.
- h. Alternative office space is identified for co-ordination of the service.
- i. A call diversion plan/system is maintained.
- j. Appropriate levels of perishable/consumable resources e.g. food or fuel are available to cover an extended period of supply interruption.
- k. A minimum of 2 alternative suppliers for resources are identified and arrangements are made for immediate access.
- l. Procedures for resuming the service should be maintained within the Business Continuity Plan.
- m. All non-essential services within the service are to support the operations of critical activities in the short term.

### Services containing Critical Activities

Directorate	Division	Service Business Continuity Plan
<b>Chief Executive's Office</b>	Democratic Services & Partnerships	Electoral Services
	Strategic Services	Emergency Planning & Business Continuity
	Strategic Services	Facilities - Guildhall Offices
	Strategic Services	Facilities - CCTV/Control Room
	Human Resources	Payroll
	Human Resources	Frontline Services
	Legal Services	Child Care & Vulnerable Adults
<b>Community Service</b>	Community Care	Health & Social Care - Acre Road Clinic
	Community Care	Health & Social Care - Roselands Clinic
	Community Care	Newent House
	Community Care	Amy Woodgate Resource Centre
	Community Care	Home Care & Mobile Meals
	Community Care	Joint Locality & Older People's Team
	Community Care	Assertive Outreach Team
	Community Care	Chessington Community Health Team
	Community Care	Kingston Community Mental Health Team
	Community Care	New Malden Community Mental Health Team
	Community Care	Health & Disability Team
	Community Care	Health & Social Care Team
	Community Care	Hobkirk House
	Community Care	Murray House
	Community Care	Social Care Systems
	Community Care	Surbiton Community Mental Health Team
	Community Care	Learning & Disability Provider Services
	Community Care	Community Learning Disabilities Team
	Env Health & Trading Standards	Environmental Health
	Strategy & Performance	Kingston Interpreting Service
	Housing	Housing Repairs & Management
	Housing	Housing Resources
	<b>Environmental Services</b>	Planning & Transportation
Environment & Sustainability		Highway Assets
Environment & Sustainability		Waste
Environment & Sustainability		Green Space
Environment & Sustainability		Street Scene
<b>One Council</b>	Information & Comm Technology	Information and Communication Technology
	Customer First	Customer First
<b>Finance</b>	Revenue & Benefits	Revenue & Benefits
	Treasury Service	Treasury Service
<b>Learning &amp; Children's Services</b>	Cultural Service & Lifelong Learning	Library & Heritage Service - Information and Communication Technology
	Cultural Service & Lifelong Learning	Active Kingston Leisure Centres
	Learning & School Effectiveness	Education Welfare
	Learning & School Effectiveness	Educational Psychology Service
	Learning and School Effectiveness	Critical Incidents Leading to School Closure
	Prevention & Safeguarding	Adoption & Fostering Team
	Prevention & Safeguarding	Disabled Children's Team
	Prevention & Safeguarding	Int Youth Support Services / Substance Misuse
	Prevention & Safeguarding	Looked After & Leaving Care
	Prevention & Safeguarding	Unaccompanied Asylum Seeking Children Team
	Prevention & Safeguarding	Young People's Supported Accommodation
	Prevention & Safeguarding	Safeguarding
Prevention & Safeguarding	Youth Offending	

**Note: These plans are not in priority order and will be restored concurrently or as otherwise determined after an incident.**

## Business Continuity Framework

**Corporate Business Continuity Policy and Strategy**

**Corporate Business Continuity Plan**

**Directorate Business Continuity Plans**

**Business Impact Assessments including Risk Analysis**

**Service Business Continuity Plans**

**Business Impact Assessments Template & Guidance**

**Business Continuity Plan Template & Guidance**

**Testing/Exercising Guidance, Schedule and Reports**

**Training Programme**

**Internal Audit Report on Business Continuity Management**

**Business Continuity Intranet information for staff**

[http://inside.kingston.gov.uk/plans\\_policies\\_and\\_procedures/emergency\\_planning/Pages/RBKBusinessContinuityPlanning.aspx](http://inside.kingston.gov.uk/plans_policies_and_procedures/emergency_planning/Pages/RBKBusinessContinuityPlanning.aspx)

**Business Continuity Internet information for businesses and residents**

[http://www.kingston.gov.uk/browse/community\\_people\\_and\\_living/emergencies/emergency\\_planning/business\\_continuity.htm](http://www.kingston.gov.uk/browse/community_people_and_living/emergencies/emergency_planning/business_continuity.htm)

### **Related disciplines with the Council**

- Corporate Risk Management Policy and Strategy and Guidance  
[http://inside.kingston.gov.uk/directorates/finance/Treasury\\_services/Pages/risk\\_management.aspx](http://inside.kingston.gov.uk/directorates/finance/Treasury_services/Pages/risk_management.aspx)
- Borough Emergency Planning Guidance  
[http://inside.kingston.gov.uk/plans\\_policies\\_and\\_procedures/emergency\\_planning/Pages/default.aspx](http://inside.kingston.gov.uk/plans_policies_and_procedures/emergency_planning/Pages/default.aspx)
- Team Planning Guidance  
[http://inside.kingston.gov.uk/directorates/chief\\_executives/Strategic\\_services/Strategy\\_and\\_performance/team\\_planning/Pages/default.aspx](http://inside.kingston.gov.uk/directorates/chief_executives/Strategic_services/Strategy_and_performance/team_planning/Pages/default.aspx)

### **Useful websites**

- United Kingdom Resilience: <http://www.ukresilience.gov.uk/preparedness/businesscontinuity.aspx>
- The Business Continuity Institute: <http://www.thebci.org/>

Risk No : Corporate Risk 22 (attached)				
Risk Title : Business Continuity Management		Risk Owner: Gerry Sevenoaks		
Risk Score : A2/Score 20 (Critical Impact and High Likelihood)		Date of Plan: January 2010 (Reconfirmed)		
Risk Status : <i>Amber (Action and Monitoring but less time critical)</i>				
Extra management action to be taken		Key Dates	Critical Success Factors and Performance Indicators	Review mechanisms and frequency
<p><b>1. Long –Term Solution</b></p> <p>a) Embed a comprehensive Business Continuity Framework in line with British Standard 25999 throughout the Council which will:</p> <ul style="list-style-type: none"> <li>TREAT the risk by both reducing the likelihood of some types of disruption through infrastructure strengthening and reducing the impact of business disruption.</li> <li>TOLERATE some elements of the risk where it is not possible or not cost effective to TREAT.</li> <li>TRANSFER part of the risk to our partners and contractors through ensuring they have appropriate Business Continuity Plans in place which fit the Council's framework.</li> </ul> <p>b) The threats which require Business Continuity Management include external threats beyond the Council's control and the risk cannot therefore be TERMINATED.</p> <p><i>Long-term solution may make risk Green from April 2010 at the earliest.</i></p>		<ul style="list-style-type: none"> <li>Approach agreed by Strategic Leadership Team 11/08.</li> <li>Exec endorse Business Continuity Management Policy &amp; Strategy 21/4/09.</li> <li>Review Phase B Strategic Leadership Team &amp; Exec 4/10.</li> <li>Peer assessment on readiness for British Standard 25999 2011.</li> <li>British Standard 25999 Audit 2012.</li> <li>Strategic Leadership Team agree priorities</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing additional corporate resource to drive, coordinate &amp; support. Currently agreed 2009/10 &amp; 2010/11.</li> <li>High level, ongoing commitment from Members, Strategic Leadership Team &amp; Directorate Management Teams.</li> <li>Effective engagement with service managers.</li> </ul>	<ul style="list-style-type: none"> <li>Monthly review of progress by Head of Strategic Services (Risk Owner) and Contingency Planning team.</li> <li>Updates to Directorate Management Teams on progress through stages in their Directorate.</li> <li>Review by Strategic Leadership Team 6 monthly and on other occasions if key decision required.</li> </ul>
<p><b>2. TREATING the Risk pending a Long-Term Solution</b></p> <p>a) A two phase programme has been put in place to TREAT the risk. This comprises two phases.</p>				

<p>b) <u>Phase A</u></p> <ul style="list-style-type: none"> <li>• Undertake Business Impact Assessments to identify priority services</li> <li>• Complete and exercise Business Continuity Plans for 16 priorities.</li> <li>• Strengthen Business Continuity Plans &amp; corporate arrangements by addressing vulnerabilities identified by exercising.</li> <li>• Establish Corporate Policy and Strategy and update Corporate Business Continuity Plan.</li> <li>• Strengthen Business Continuity Management resourcing by internal secondment, additional post and external consultancy.</li> </ul>	<p>&amp; extra resource 12/08</p> <ul style="list-style-type: none"> <li>• Resources 2/09.</li> <li>• Business Continuity Plans complete &amp; exercised 3/09.</li> <li>• Audit Ctte review progress 3/09.</li> <li>• Strategic Leadership Team agree Corp Policy &amp; Strategy &amp; Corp Business Continuity Plan 3/09.</li> <li>• Executive endorse Business Continuity Management Policy &amp; Strategy 21/4/09.</li> </ul>		<ul style="list-style-type: none"> <li>• 6 monthly update to Member Champion</li> <li>• Annual review by Executive</li> </ul>
<p>c) <u>Phase B</u></p> <ul style="list-style-type: none"> <li>• Train service managers and facilitate Business Impact Assessment and Risk Assessment for all services to identify Critical Activities.</li> <li>• Review list of Critical Activities and agree revised list.</li> <li>• Develop and exercise Business Continuity Plans for all Directorates and for all Critical Activities.</li> <li>• Strengthen Business Continuity Plans &amp; corporate arrangements by addressing vulnerabilities identified by exercising.</li> </ul>	<ul style="list-style-type: none"> <li>• Business Impact Assessments complete 7/09.</li> <li>• Strategic Leadership Team agree revised priorities 10/09.</li> <li>• Business Continuity Plans complete &amp; exercised 3/10.</li> <li>• Strategic Leadership Team &amp; Executive review Phase B 4/10.</li> <li>• Partners &amp; contractors engaged throughout.</li> </ul>	<ul style="list-style-type: none"> <li>• 100% of services where key staff attended workshop and completed Business Impact Assessments</li> <li>• 100% of Critical Activities covered by Business Impact Assessments reviewed &amp; exercised within past year.</li> </ul>	
<p>d) <u>Communication and engagement</u></p> <ul style="list-style-type: none"> <li>• Engage staff in developing and exercising Business Continuity Plans for their service areas.</li> <li>• Engage partners &amp; key contractors in developing and exercising Business Continuity Plans.</li> </ul>		<ul style="list-style-type: none"> <li>• Approx 60 community and commercial partners engaged to date</li> <li>• No of Businesses</li> </ul>	

- Develop resources for local businesses and engage business community.
- Develop and promote material for residents reassuring them that we have plans in place and setting out actions they can take to improve their own resilience. E.g. wind up torch & radio, emergency provisions, list of useful phone numbers, take passport if evacuated.

e) Ongoing training, review, reporting and exercising.

- Business event 4/10
- Wider staff comm summer 10.
- Residents informed by 8/10.
- Annual cycle

- engaged.
- % of staff aware of Business Continuity Management and their role.

Project Manager:		Rob Bell							Issue No:		1	
No	Date of Origin	Risk Scenario			Current/ Planned Action	Like-likelihood	Impact	Score	Extra Action Required (where red or amber)	Risk Owner	Date up-dated	Status
		Root Cause	Could Happen	Possible effects								
1.	31/3/09	Key Information Technology equipment, switchboard and power for Guildhall 2 all located in G2 basement.	Power failure in G2.	Loss of key Information Technology systems inc. website & email Loss of Council voice and data communication G2 unusable when cold/dark	UPS for approx 40 mins already in place. Generator to be installed May 2010	2	5	10		Gerry Sevenoaks	10/2/10	
2.	31/3/09	All Phones & data run through Guildhall 2 communication room.	Key communications equipment fails.	Loss of voice and data communication for the Council.	Additional switchboard installed in Hook Centre Additional direct lines installed Integrate Council into School network All summer 2010	2	5	10		Roy Thompson	10/2/10	
3.	31/3/09	Recovery/restore of Information Technology systems in the event of failure takes a long time, potentially up to a week.	Key Information Technology equipment or systems fail or are disabled by attack.	Loss of key Information Technology systems inc website & email Recovery not possible within time required by services.	2 <sup>nd</sup> server room in Guildhall. Recovery facilities at Sutton. Business critical Information Technology systems identified during Business Impact Assessment process. Back-up website hosted by 2e2.	3	5	15	Information and Communication Technology Risk Management, Business Continuity and Disaster Recovery are strand of One Council Project 6. Detailed risk assessment has been undertaken as part of Project Initiation Document.	Roy Thompson	10/2/10	
4.	10/2/09	Community Risk Planning done at London regional level.	Planning is generic and does not focus on Kingston specific risks.	Major community risks not adequately addressed.	Develop Kingston Community Risk Register –	2	4	8		Gerry Sevenoaks	10/2/10	

Project Manager:		Rob Bell							Issue No:		1	
No	Date of Origin	Risk Scenario			Current/ Planned Action	Like-likelihood	Impact	Score	Extra Action Required (where red or amber)	Risk Owner	Date up-dated	Status
		Root Cause	Could Happen	Possible effects								
					summer 2010							
5.	31/3/09	Tightly resourced Council with small teams and expert professionally qualified staff.	Large scale staff shortage through transport disruption, snow, widespread illness, industrial action etc.	Insufficient staff to provide critical services	Council wide Business Impact Assessments plus Swine Flu survey identified critical services dependant on staff. Corporate Swine Flu and Snow planning undertaken.	3	4	12	Business Continuity Plans being developed and exercised by 31/3/10.	Gerry Sevenoaks	10/2/10	
6.	31/3/09	50% of non-school staff located on Guildhall Complex	Guildhall Complex uninhabitable or inaccessible through fire, flood, terrorist alert etc.	Critical services displaced	Business Continuity Plans include consideration of alternative locations. Guildhall Offices Business Continuity Plan exercised. Key staff have remote key fob Information Technology access.	2	5	10		Gerry Sevenoaks	10/2/10	

## Business Continuity Planning – Key Milestones

### Annex 4

<i>Nov 08</i>	<i>Strategic Leadership Team review position and commission Business Impact Assessments of risk areas.</i>	✓
Nov – Dec	BIA risk areas and develop RBK approach.	✓
<i>Dec</i>	<i>Strategic Leadership Team agree Priority Business Continuity Plans, RBK's approach, Directorate champions, and additional resources.</i>	✓
Dec – Jan 09	Develop Business Continuity Plans for Priority Services.	✓
Dec - Feb	Develop framework based on British Standard methodology and including corporate Policy & Strategy and Corporate Business Continuity Plan.	✓
<i>17 Feb</i>	<i>Progress report to Strategic Leadership Team</i>	✓
Feb – March	Challenge of RBK's corporate arrangements by 'critical friend'.	✓
March	Test Business Continuity Plans for Priority Services.	✓
<i>19 March</i>	<i>Progress report to Audit Committee</i>	✓
<i>End March</i>	<i>Strategic Leadership Team endorse Business Continuity Policy and Strategy</i>	✓
<i>21 April</i>	<i>Executive agree Corporate Business Continuity Policy and Strategy</i>	✓
April/May	DMT briefings	✓
June/July	Awareness raising directorate workshops	✓
September	Business Impact Assessments completed for all RBK services	✓
June	External Audit – Use of resources	✓
Aug - Sept	Completed Business Impact Assessments to confirm critical activities.	✓
<i>October</i>	<i>Progress report to Strategic Leadership Team – Review priorities/ issues.</i>	✓
Nov – Mar	Develop and test Directorate and Service Business Continuity Plans.	part
	Develop corporate resource information base.	✓
<i>2010</i>	<i>Progress reports to Strategic Leadership Team ✓ &amp; to Members</i>	
12 – 14 April	Business event	
June	External Audit – Use of Resources	
Summer	Communication and consultation programme <ul style="list-style-type: none"> <li>• Internal - staff and Members</li> <li>• External - residents, business, partners, press</li> </ul>	
Ongoing	Revise BIAs and BCPs to reflect One Council changes.	✓
	Test, exercise and refine BCPs	
<i>Sept 2010</i>	<i>Progress report to Strategic Leadership Team</i>	

<i>2011</i>	<i>Progress reports to Strategic Leadership Team &amp; to Members</i>
	Peer assessment to assess readiness for BS Audit
	Address identified weaknesses in approach and framework
	Ongoing training, review, reporting and maintenance
<i>2012</i>	<i>Progress reports to Strategic Leadership Team &amp; to Members</i>
	British Standard 25999 Audit
	Ongoing training, review, reporting and maintenance