



Corporate Business Continuity Plan

PURPOSE

The Civil Contingencies Act 2004 places a statutory duty on local authorities to ensure that they are prepared, as far as reasonably practical, to continue to provide critical functions in the event of an emergency or disruption. This business continuity plan will formalise and facilitate the recovery process following a disruption that seriously impedes the council's ability to maintain its normal services. The document does not detail the council's emergency response procedures; which are documented in the Tewkesbury Borough Emergency Response Guide.

AIMS

The Business Continuity Plan aims to:

1. Ensure the council is aware of the potential for and the impact of disruption.
2. Mitigate the risks and consequences.
3. Provide a framework for maintaining the council priority services in the event of serious disruption.
4. Respond effectively to an emergency.
5. Communicate effectively with staff, suppliers/partners and the public during an emergency.
6. Return to normal customer service in the quickest possible time.

OBJECTIVES

In order to deliver the above aims, the objectives of the business continuity plan are to:

- Establish the potential impact on council services and minimise the risk of disruption through careful planning.
- Prioritise service impact and produce a corporate plan that indicates capacity requirements to recover services, and the areas that have greatest community impact.
- Ensure officers understand the business continuity process; providing learning opportunities to develop and improve the plan, as well as the council's ability to deploy the plan.
- Regularly and formally review the Corporate and Service Business Continuity Plans.
- Comply with the duties under the Civil Contingencies Act 2004.

APPROACH

The diverse causes and impact of service disruption militate against detailed and specific planning. Tewkesbury Borough Council's approach to business continuity planning is that:

- The Business Continuity Plan is a guide that should, dependent upon the disruption that may occur, be flexibly applied in the best interests of the council and the communities it serves.
- Council officers identified in the plan are empowered to pragmatically use their experience and skills to fulfil their duties following an incident; but that:
- Officers must discharge their duties within legal frameworks; and
- Officers assure probity by maintaining audit trails of their activity and decision making.

RESPONSIBILITIES

All staff have a responsibility to mitigate risk and support the council's business continuity arrangement, but in overall terms:

- The chief executive has overall responsibility for business continuity.
- The director of resources has responsibility for coordinating the production, use and update of the Corporate Business Continuity Plan.
- Directors must ensure there are adequate arrangements in place to ensure Business continuity.
- Service managers have responsibility for maintaining and reviewing their individual Service Business Continuity Plans.
- All staff should be aware of their service Business Continuity Plan and should inform their service manager if their contact details change.

SERVICE CONTINUITY RISKS

In developing this Corporate Business Continuity plan and individual service continuity plans, consideration has been given to the following risks:

- Loss of premises (unable to access building e.g. fire, flood, severe weather etc).
- Loss of staff (e.g. flu pandemic, strike, severe weather, transport disruption etc).
- Loss of utilities (e.g. electricity, gas, water, fuel etc).
- Loss of ICT and communication systems (e.g. virus, hacking, theft, fire, flood etc).
- Loss of key suppliers.

Delivery of this plan following an emergency or disruption will assist in the mitigation of the following risks:

- Financial, legal and regulatory penalties through failure to provide statutory services.
- Loss of income.
- Reputational damage.
- Human resource issues.

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1.0 RECEIVING INITIAL REPORT OF INCIDENT

i) In the event that the Council Offices (or part of), at Gloucester Road, Tewkesbury, are not accessible due, for example, to fire, flood or act of terrorism; where this occurs outside of normal office opening hours, first contact should be made with:

INITIAL CONTACT & CALL-OUT LIST ¹			
Officer	Office	Home	Mobile
Chris Johns Property and Estates Manager	07795 061016		
Bill Cocking Caretaker	01684 272274		
George Hill Director of Resources	01684 272111		

- ii) The officer taking the call will complete an 'Incident Assessment Sheet' (see annex A), and from that, or a site visit, will determine the need to escalate the situation.
- iii) If the situation appears to require the activation of the Business Continuity Plan, the officer should contact and appraise the director of resources of the situation.
- iv) If the director of resources is not available, the officer should contact, in order, the officers listed in Section 2, "Initial Contact and Call-out List".

2.0 AUTHORISATION TO ACTIVATE THE CONTINUITY PLAN

i) Only those members of the Business Continuity Management Team (BCMT) set out below are authorised to initiate the plan:

INITIAL CONTACT & CALL-OUT LIST ¹			
Officer	Office	Home	Mobile
George Hill Director of Resources	01684 272111		
Mike Dawson Chief Executive	01684 272001		
Sara Freckleton Borough Solicitor	01684 272011		

- ii) The BCMT should be contacted in the order set out above.
- iii) The BCMT officer contacted will need to be satisfied that the situation is an incident likely to significantly impact on the Council's ability to deliver its services to the community.
- iv) The officer reporting the incident (see section 1) should appraise the BCMT officer using initial detail from the Incident Assessment Sheet (see annex A).
- v) The officer reporting the incident should immediately enter onto the Incident Assessment Sheet:
 - The name of the BCMT officer who made the decision.
 - The decision and instructions given.
 - The date and time of that contact.

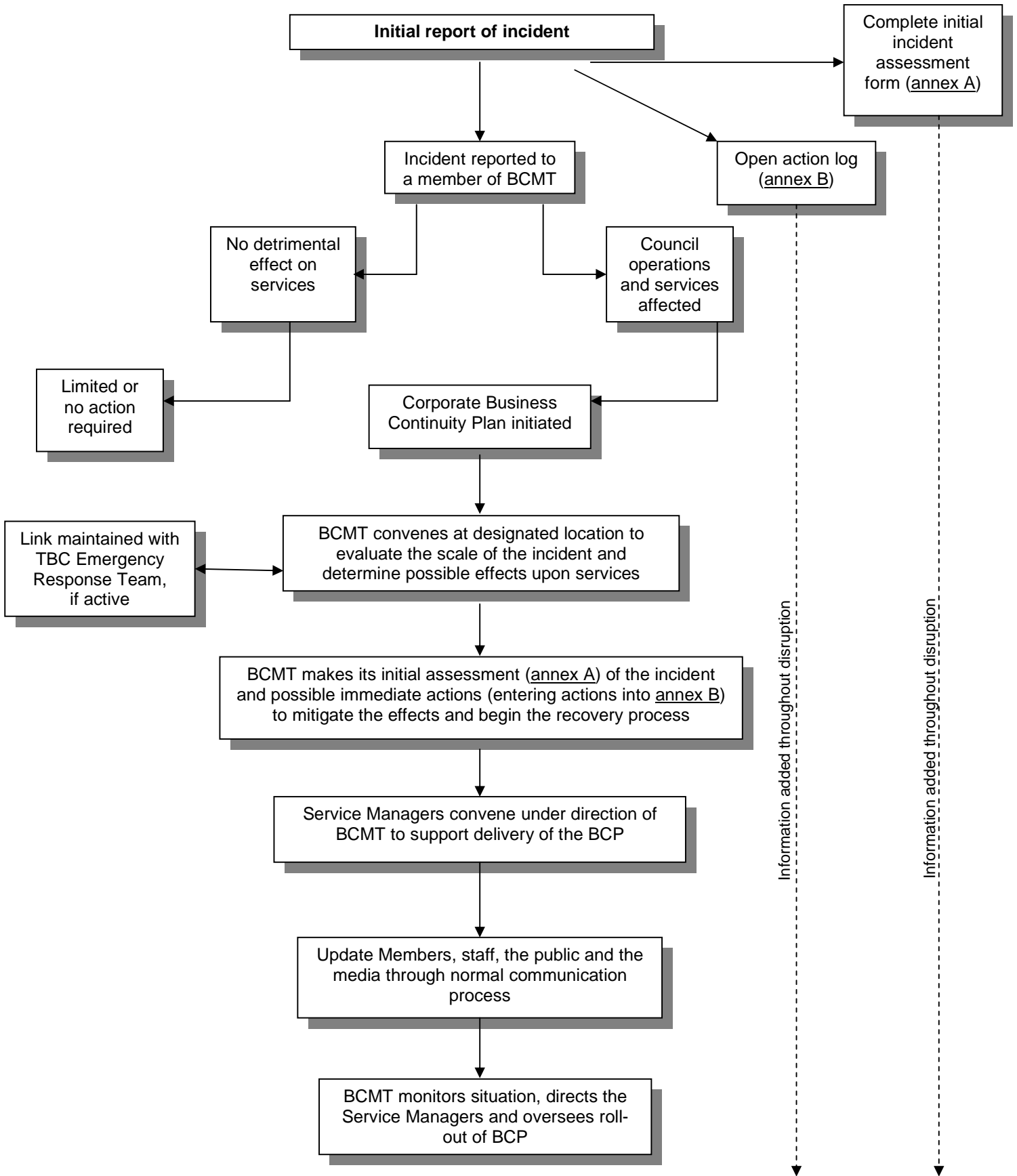
¹ Personal contact details not included in published document but are available to Business Continuity Team

3.0 ACTIVATING THE BUSINESS CONTINUITY PLAN

There are three phases in the plan:

1. Immediate action
2. Recovery action
3. Exit

A diagram illustrating the early stages of the recovery process is shown overleaf.



3.1 IMMEDIATE ACTION PHASE

- i) Initial report of disruption to council services (e.g. from member of staff, public or emergency services) is received.
- ii) The officer authorising the initiation of the BCP convenes the BCMT which comprises:

BUSINESS CONTINUITY MANAGEMENT TEAM (BCMT)¹			
Officer	Office	Home	Mobile
Mike Dawson - Chief Executive	01684 272001		
Sara Freckleton- Borough Solicitor	01684 272011		
Verna Green – Director of Community	01684 272198		
George Hill- Director of Resources	01684 272111		
Mella McMahon- Director of Development	01684 272050		
Tina Nicholls - Customer Services and IT Manager	01684 272117		
Clare Davies - Communications Officer	01684 272291		

- iii) The BCMT will convene as soon as possible and in the event that all areas of the Council Offices, Gloucester Road, Tewkesbury are inaccessible, will be situated in the Depot, Swindon Lane, Cheltenham.
- iv) If the assessment determines that the incident will affect the operation of the council it will activate the plan:
 - a. The directors or their nominated deputies (see listing on Page 20) will cascade information to staff.
 - b. The borough solicitor will notify group leaders and the lead member for business continuity to cascade to other members.
 - c. The communications officer will notify the media.
 - d. The director of community will notify county emergency planning.
 - e. The director of resources will inform the insurers, the office tenants and liaise with the property and estates manager.
 - f. Service managers will be put on standby (see annex E).
 - g. Formal assessment of the building will be undertaken by the Fire Service, electrical contractor, Building Control and Property Services.
- v) The BCMT will reassess the situation prior to activating the Recovery Action Phase based upon updates from TBC officers involved in the response to the disruption, or from the emergency services and TBC's Emergency Response Team (in an emergency situation).

¹ Personal contact details not included in published document but are available to Business Continuity Team

3.2.0 RECOVERY ACTION PHASE

- i) Service managers or nominated representatives to action Service BCP's (see [annex C](#)).
- ii) BCMT will meet regularly to reassess the initial situation, report and monitor the implementation and progress of the recovery action phase.
- iii) Service managers to meet daily, or as determined by the disruption, with BCMT.

3.2.1 Emergency office accommodation and services

Within the appended action plan, consideration will be given to the urgency with which systems and services should be recovered following an incident and possible alternative accommodation for the re-location of council staff on a short, medium and long term basis.

3.2.2 Emergency purchasing arrangements

Under the council's constitution, officers have delegated powers to purchase goods and services that are in the interest of the council in any emergency. However, purchasing of IT and office equipment should be centralised to control expenditure and assure efficiency.

3.2.3 Dealing with the media

There will be immediate media interest when an emergency disrupts services. We should endeavour to use this positively to communicate to service users and the council's residents and businesses on how services are affected, what we are doing to recover them, and how services can be accessed in the interim. **Refer all media enquiries to the BCMT. Any messages going out to the public should be coordinated by the communications officer.**

3.2.4 Specialist services

A range of specialist companies and suppliers, providing maintenance and support, that may be required to assist the Council to restore its services is located at [annexe D](#).

3.2.5 Telephones, IT and post

- a. Recovery of telephones and IT in the immediate and longer term, and the provision of laptops, email facilities etc are covered by the ICT Business Continuity Plan.
- b. Arrangements for incoming and outgoing mail are included in the Business Continuity Plan for Property Services.

3.2.7 Staffing

Initial and phased staffing for the recovery phase is identified **within individual service continuity plans**; the appropriate director is responsible for providing staff accordingly.

3.2.8 Maps and drawings of council buildings

The property and estates manager will hold both paper and electronic copies of plans of the main offices with an additional set held off-site at Swindon Road Depot.

3.2.9 Council Office Tenants

It is the responsibility of the director of resources to inform tenants of the situation and to make arrangements for suspension of rent, where appropriate, as per the lease.

3.3 EXIT PHASE

- i. The BCMT will determine when all services have returned to normal working.
- ii. The BCMT must satisfy itself that the physical working surroundings will reasonably allow for the continuing normal service delivery and access for all stakeholders in a safe and secure environment.
- iii. Staff and unions will be apprised of the normalisation of services.
- iv. Council office tenants will be informed of restored access to the building.
- v. Members, media and the general public will be advised.

4.0 MONITORING and MAINTENANCE OF THE BCP

4.1 Maintaining and amending the plan

The responsibility for ensuring that this document is up to date rests with the chief executive, supported by the Business Continuity Group. When a possible amendment is identified it should be passed to the Business Continuity Group for consideration, who will make changes to the plan as appropriate.

4.2 Distribution of this plan

The Corporate Business Continuity Plan will be published on the council intranet. However, should we experience total computer systems failure, hard copies should be held by:

- i. Business Continuity Management Team
- ii. Directors
- iii. Service managers
- iv. Tenants

4.3 Reviews and testing

The review and testing of this plan is the ultimate responsibility of the chief executive, supported by the Business Continuity Group. The plan will be tested annually by the Business Continuity Group through a desk-top exercise. As a result of this testing, the group will identify training/ refresher training for key personnel in disaster preparedness, incident management, recovery, risk management, dealing with the media and will agree with the chief executive any changes to the plan. Every 12 months service BCP's will be checked and where necessary revised.

4.4 Risk management

The need to activate this plan is mitigated through a range of precautions to help the council protect itself from exposure to foreseeable incidents. The key activities are:

Fire	<ul style="list-style-type: none"> • Fire alarms tested weekly. • Trained Fire Wardens within all buildings. • No Smoking Policy except in limited designated areas. • Adequate provision of fire fighting equipment. • All non essential electrical equipment switched off out of normal office hours. • Automatic fire alarms fitted with direct line through to the Fire Service Control Centre. • Annual inspection of all portable electrical appliances.
Acts of Terrorism	<ul style="list-style-type: none"> • Post room procedure for the opening of all incoming mail to identify potential suspect packages. • Access to the building limited by security cards. • Cyber-terrorism – ICT controls
Loss of Electrical Power	<ul style="list-style-type: none"> • Regular statutory inspection • Testing of back-up generator
IT & Communication Failures	<ul style="list-style-type: none"> • Servers and communications equipment provided with uninterrupted power supplies (UPS). • Backup of data 5 nights a week and stored in fire proof safe within ICT and off-site locations. • Anti-virus protection. • 24/7 event alerts for critical failures. • Capability for IT services to be accessed remotely from employees homes and third party locations. • Provision of mobile / smart phones to key workers and integration of privately-owned devices. • Provision of radios to key workers. • Offsite Disaster Recovery (DR) site. • ICT business continuity plan in place.
Flood/ severe weather	<ul style="list-style-type: none"> • Severe weather policy in place, providing basic advice and guidance for staff. • Possible responses to absence specified e.g. annual leave, flexi, unpaid leave etc. • Guidance provided for employees required to maintain services.

INITIAL INCIDENT ASSESSMENT

Completed by:

Date:

Time:

WHAT IS THE NATURE OF THE INCIDENT?

--

WHICH BUILDINGS AND SERVICES ARE INVOLVED?

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WHEN DID IT HAPPEN?

Time:	Date:
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HAS CLEARANCE BEEN GIVEN BY THE EMERGENCY SERVICES TO USE THE BUILDINGS? IF SO, WHO BY AND WHEN?

IS IT SAFE TO USE ALL OR PARTS OF THE BUILDINGS?

WHAT COUNCIL SERVICES ARE AFFECTED?

WHAT ACTIONS HAVE BEEN TAKEN SO FAR?

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TIME AND DATE CONTACT MADE WITH BUSINESS CONTINUITY MANAGEMENT TEAM:

--

DECISION AND INSTRUCTIONS GIVEN BY BUSINESS CONTINUITY MANAGEMENT TEAM:

--

NAME OF BUSINESS CONTINUITY TEAM OFFICER WHO MADE THE DECISION:

--

ACTION LOG

Action Initiated				Action Detail	Action Completed			Comments
Date	Time	By Whom?	To Whom?		By Whom?	Date	Time	

Annex C

SCHEDULE OF DEPARTMENTAL BUSINESS CONTINUITY PLANS

Department/Section	Service Manager	Work Contact No
Property Services	Chris Johns	07795 061016
Financial Services	Simon Dix	01684 272005
Performance and Audit	Graeme Simpson	01684 272002
Development Control	Paul Skelton	01684 272102
Planning Policy	Nigel Gilmore	01684 272089
Leisure & Culture	Andy Sanders	01684 272094
Housing Options	Val Garside	01684 272259
Housing Enabling	Frances Evans	01684 272162
Economic Development and Tourism	Julie Wood	01684 272095
Customer Services	Tina Nicholls	01684 272117
ICT	Tina Nicholls	01684 272117
Human Resources	Janet Martin	01684 272057
Revenues and Benefits	Richard Horton	01684 272119
Democratic Services	Lin O'Brien	01684 272020
One Legal	Peter Lewis	01684 272012
Residential Services	David Steels	01684 272172
Commercial Services	Sonia Bagshaw	01684 272173
Direct Services	Nick Firkins	01684 272199

KEY CONTACTS- OUTSIDE SERVICES & ORGANISATIONS²

Service	Company Name	Range of Services Available	Telephone and Fax Numbers
Smoke and water damage		Fire and security	
		Fire alarm servicing	
		Hot and cold water machines	
		Water purification	
		Fire equipment and service	
Security		Security cameras	
		ID cards/ door passes	
		Locks and keys	
Electrics		Electrics	
		Electrical repairs	
		Generator service	
		PAT testing	
Gas		Gas boiler/ air handling units etc	
		Plumbing/ gas	
Removals		Removal company	
		Skip service	
Health		Cleaning sundries	
		Protective clothing etc	
		Toilet air fresh/ sanitary disposal	
		Carpet and deep cleaning	
		Pest control	
		Cleaning chemicals	
		Pest control	
ICT		Invocation (out of hours)	
		Invocation (within business hours)	
		Servers, PCs, laptops	
		SAN, thin clients, fibre switches, emergency contractor	
		Telephones and mobile, network	
Utilities		Gas/ electricity supplier	
		Electricity supplier	
		Water supplier	
Plant Hire		Tool and equipment hire	
		Parts and tool suppliers	
		Parts and tool suppliers	
		Equipment hire	
Public Services		Police	
		Fire	
		Environment/ flooding	
		Highways	
Furniture Suppliers		Office furniture	
		Furniture	

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		Automatic doors	
		Doors and accessories	
		Carpets/ tiles	
Insurance		Property claims	
		Motor claims	
Local Authorities	Glos County Council	Various	01452 753231
	Glos City Council	Various	01452 396396
	Chelt Borough Council	Various	01242 262626
	Cotswold District Council	Various	01285 623000
	FOD District Council	Various	01594 812614
	Stroud District Council	Various	01453 754990
	Worcs County Council	Various	01905 766175
	Malvern District Council	Various	01684 862151
	Wychavon Council	Various	01386 565000
Other		Civil engineers	
		Suspended ceilings	
		Lift contractor	
		Double glazing and roofing	
		Steel works	
		White road lines etc	
		General builders	
		Civil engineering	
		Builders	
		Stationary suppliers	
		Printers	
		Post service	
		Franking machine	
		Surveyor	
		Homeless houses	
	Car park machines		

² Key contact details not included in published document but are available to Business Continuity team

CORPORATE CONTACTS¹

Annex G

1. Business Continuity Management Team		
	Office	Mobile
Mike Dawson – Chief Executive	01684 272001	
Sara Freckleton – Borough Solicitor	01684 272011	
George Hill – Director of Resources	01684 272111	
Verna Green- Director of Community	01684 272198	
Mella McMahon- Director of Development	01684 272050	
Tina Nicholls- Customer Services and IT Manager	01684 272117	
Clare Davies – Communications Officer	01684 272291	
2. Property Services		
Chris Johns	07795 061016	
Bill Cocking	01684 272274	
Stephanie Thorne	01684 272357	
Adrian Clements	01684 272200	
3. Lead Members		
Councillor R Vines		
Councillor JM Perez		
Councillor A E Ricks		
Councillor A L Keyte		
Councillor D M Davies		
Councillor J R Mason		
Councillor S E Hillier-Richardson		
Councillor D J Waters		
Councillor C Wright		
4. Media		
Points West (local)		
ITV West Country- westcountry@itv.com		
BBC Radio Gloucestershire		
STAR FM		
Heart FM		
Echo (Gloucestershire Media)		
Citizen (Media UK)		
5. Service managers		

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	Simon Dix – Financial Services Manager	01684 272005	
	Richard Horton – Revenues and Benefits Manager	01684 272119	
	Chris Johns – Property and Estates Manager	01684 272245	
	Janet Martin – HR Advisor	01684 272057	
	Graeme Simpson- Performance and Audit Manager	01684 272002	
	Paul Skelton- Development Control Manager	01684 272288	
	Iain Houston Building Control Manager	01242 264293	
	Nigel Gilmore- Planning Policy Manager	01684 272089	
	Val Garside – Housing Options Manager	01684 272259	
	Frances Evans – Housing Enabling Manager	01684 272162	
	Andy Sanders – Leisure and Culture Manager	01684 272094	
	Julie Wood – Economic Development and Tourism Manager	01684 272095	
	Sonia Bagshaw – Commercial Team Manager (Food, H&S)	01684 272173	
	David Steels – Residential Team Manager	01684 272172	
	Nick Firkins – Acting Direct Services Manager	01684 272199	
	Lin O'Brien- Democratic Services Manager	01684 272020	
	Peter Lewis- Head of One Legal	01684 272012	
	Tina Nicholls- Customer Services and ICT Manager	01684 272117	
6.	Council Office Tenants		
	Gloucestershire Police Authority		
	Gloucestershire County Council Adult Social Team		
	Gloucestershire County Council Children & Families		
	Gloucestershire County Council Targeted Support Team		
	Citizens Advice Bureau		
	Fair Shares Gloucestershire		
	Registration Service		

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Version Control

Title	Corporate Business Continuity Plan
Author	
Doc. Ref.	
Classification	Controlled
This Version	V2.0 (1 st draft)

Change History				
Issue Status	Issue Number	Date	Author/ Editor	Details of Change
Live	V1.0	September 2009	Director of Resources	Final document
Draft	V2.0	April 2013	Alice Edginton	General updates and development of action plan