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CONTEXT

The Civil Contingencies Act 2004 places a duty on the local authority to ensure that it has prepared, as far as reasonably practical, to continue to provide critical services during any disruptive challenge.

This Business Continuity Strategy provides the framework for the Business Continuity Plan to be implemented by the Council in order to mobilise its response and undertake work to prevent or mitigate the severity of potential disruptions.

The Plan identifies the recovery objectives, the structure for implementation, mitigation measures and the communication process to keep staff, partners and the public informed of necessary changes to service delivery.

OVERVIEW

The strategy adopted for development of the Business Continuity Plan can be summarised as follows:

- The objective is to have an operational document designed for development and review, with close links to the relevant risk management programmes.
- The Plan sets out service delivery priorities, management structures and communication mechanisms to ensure an appropriate response to any interruption.
- The Plan is generic for the Council. It addresses the full range of the Council's functions and service areas but focuses on the Civic Offices based functions and buildings, rather than all where the business of the Council takes place. The Plan considers the inter dependencies of different organisations and partnership arrangements.

AIMS AND OBJECTIVES

The aim of the strategy is:

- To support the Council in anticipating risks for the purpose of reducing them and having flexible validated plans in place to minimise disruption when unplanned events significantly interrupt normal business.

The objectives are:

- To ensure the Council can continue to exercise its functions in the event of an emergency.
- To identify the potential areas of vulnerability in Council services on a departmental basis, in order to determine overall priorities for recovery of functions if an interruption takes place.

- To build on good work already in place for risk management ensuring all existing Plans are integrated into the overall framework.
- To ensure all Council departments are involved in the preparation of the Plan, so that there is an effective and consistent response to service continuity.
- To provide a basis for cost benefit analysis to determine which specific contingency plans will be developed.
- To have in place a process to review and update the overall Plan and develop departmental, functional or specific plans where necessary in order to protect the services and reputation of the Council.
- To undertake training and awareness programmes for staff elected members, suppliers and partners.
- To carry out regular tests of the Plan to validate the arrangements.

CORE BUSINESS OF THE COUNCIL

The Corporate Plan 2007-2010 sets out the Council's vision for South Derbyshire, the values that underpin everything we do and the high level objectives that will shape and direct service delivery.

The Council's Vision

To make South Derbyshire a healthier, more prosperous and safer place to live.

The Council's Values

- Make decisions openly and with integrity.
- Involve the community in choice about services and priorities.
- Be open and responsive to change.
- Treat people fairly in everything we do.
- Value employees and the essential role they play in service delivery.

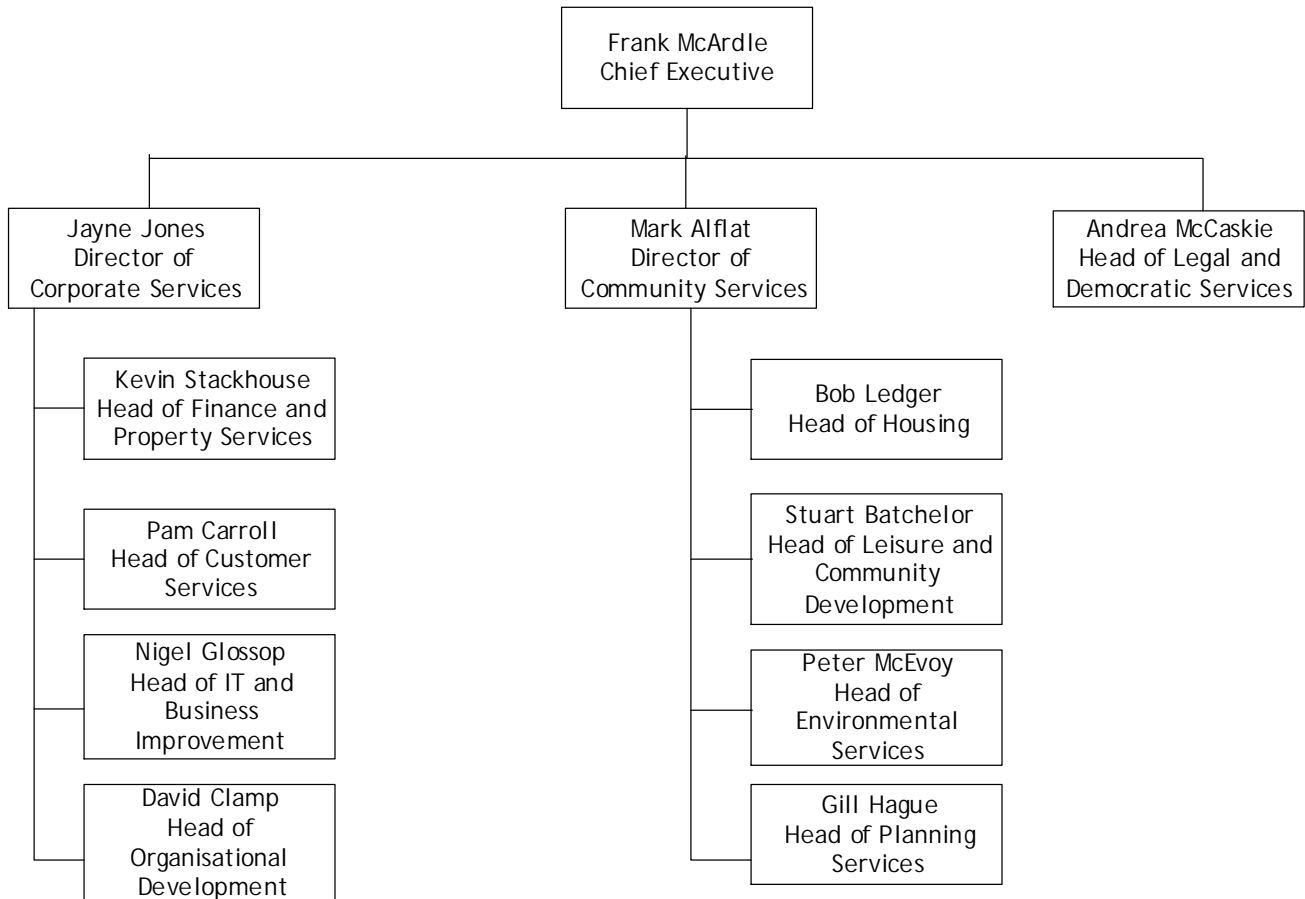
Strategic Objectives

- Enhance the quality of life of all South Derbyshire residents.
- Safeguard the environment now and for the benefit of future generations.
- Put residents at the centre of Council decision making.
- Secure continuous improvement in the quality and efficiency of our services.
- Support local businesses and create a climate for good inward investment.

ORGANISATION STRUCTURE

The Council is organised into three service areas as follows:

Chief Executive's Office
Corporate Services
Community Services



RISK IDENTIFICATION AND MITIGATION STRATEGIES

A range of incidents could disrupt the services provided by the Council. It is important to ensure that the risks that can adversely affect the organisation and its facilities are identified, evaluated and that appropriate control measures are in place to mitigate the risks. The following table outlines key risks and the generic national and local risk mitigation strategies that are currently in place or to be developed. The risks are managed through use of the Council's departmental and corporate risk registers, which are all regularly reviewed and updated.

The Council, in partnership with the other Category 1 responder organisations in Derbyshire, risk assess a range of potential hazards and threats which could lead to impacts on our communities in South Derbyshire and the services delivered by the Council. Such hazards may be site specific and localised or be affecting the whole County or Region simultaneously. This process quantifies both the likelihood of such an event and its impacts on Health, the Economy, the Environment and Social Impacts. Results are recorded and published on Community Risk Registers. For the highest risks, a range of mitigation measures, in the form of a "risk treatment" plan have been identified and a programme of implementation agreed by the Derbyshire Local Resilience Forum. The risk profile of any area will change over time, as such these risk assessments will be reviewed annually to take account of new or emerging hazards and threats and where appropriate incorporated into this plan.

Impact of the Risk	Cause	Risk Mitigation Strategies
Loss of key building	Fire/arson Vandalism Explosion Flood Storm damage/severe weather Terrorism Denial of access/inaccessible - Legionella, asbestos, crime scene, gas leak, structural failure, bomb alert or contamination	<ul style="list-style-type: none"> • Security Risk Assessments • Risk management surveys and measures • Fire Risk Assessments • Legionella Programme • Asbestos surveys and monitoring programme • Monitoring systems • Health and safety Risk Assessments • Training programmes • Security measures eg CCTV, Access Control • Planned maintenance • Environmental Management System
Loss of key staff	Flu Pandemic Industrial disputes Strike action Lottery win Transport problems Severe weather Epidemics	<ul style="list-style-type: none"> • National and Local Flu Pandemic Plan • Negotiate agreements to protect key services • Succession planning for key staff • National and Local Fuel Plan

Impact of the Risk	Cause	Risk Mitigation Strategies
Loss of key infrastructure/ equipment/external services Internal IT system failure/loss External Loss of utilities - telecoms, water, power, gas, fuel Supplier failure Failure of supply chains	Fire/arson Vandalism Theft Sabotage Terrorism Explosion Flood Accidental damage Denial of access/inaccessible - contamination, technical breakdown drought	<ul style="list-style-type: none"> • Disaster Recovery Plan and testing • Off-site data backup • Network resilience • Telecoms resilience • Security measures • Back up generators/UPS at key sites • Secure networks • Network standards • National Fuel Plan • National Heatwave Plan • National Telecoms Resilience Plan

ROLES OF RISK MANAGEMENT GROUP

The Council's Risk Management Group, consisting of a representative from each department, meets regularly to:

- Develop the annual risk management strategy and action plan and set appropriate priorities.
- Oversee the risk management process.
- Provide a forum for departmental representatives to discuss issues and pool knowledge.
- Co-ordinate and review risk management activity, and to provide advice and support to departments.
- Help establish a culture of risk management in the Council, by raising awareness and encouraging staff to manage risks.
- Provide appropriate consultation and the introduction of techniques for managing risk and controlling loss.
- Inform the Council's financial and service planning process of risk management implications.
- Control resources allocated for risk management initiatives.
- Link with external groups to share expertise and knowledge, where appropriate.

OVERVIEW OF PROCESS FOR DEVELOPING THE BUSINESS CONTINUITY PLAN

The process is designed to ensure continuity management is a mainstream activity rather than simply an emergency response.

Each Council department has a lead officer for Business Continuity responsible for obtaining information and co-ordinating department action. This was supplemented by reference to the corporate risk register.

A report was submitted to Corporate Management Team (CMT) that identified critical functions, set out a proposed critical incident and recommended areas for further investigation and development.

A series of structured questionnaires were used to identify:

- Key activities.
- Experience of business interruption and remedial action taken.
- Interdependency of functions.
- Existing security and risk mitigation measures.
- Priorities and timescale for recovery of key activities to ensure priority can be given to business critical functions.
- Minimum staffing and infrastructure needs to sustain business critical activities in emergency conditions.

This was subject to peer review at Corporate Management Team level review to seek a consistent approach to service prioritisation and shared understanding of the overall needs.

PLAN REVIEW PROCESS

This Plan was issued in January 2006 and is reviewed on a six monthly basis to ensure that information on service functions, contacts and telephone information are kept up to date. It is the responsibility of lead departmental officers to notify the Emergency Planning Division of any significant changes that occur between these updates.

The outcome of training and exercises for this Plan will be incorporated into the review process.

The Plan will be reviewed when there are significant structural re-organisations within the Council or if new duties or responsibilities are taken on.

The Plan is also reviewed annually against the Community Risk Register to ensure Business Continuity reflects the current assessment of likelihood of adverse events. In line with current legislation the Plan will need to be comprehensively reviewed every four years in parallel with the Community Risk Register, but this is intended as a maximum period and the Plan will remain a central management activity linked to risk management.

PLAN DISTRIBUTION AND AMENDMENT

This Plan is a controlled circulation document. The current distribution list is included. Amendment sheets will be issued in the form of replacement pages with a sign and return form to confirm acknowledgement. A central record of reviews will be kept using the template and the distribution list will be updated annually at least and when the Plan is formally reviewed and re-issued. A record of amendments appears within the Plan. The distribution list will be reviewed annually or wherever the Plan is formally reviewed and re-issued.

TRAINING PROGRAMME

Training has taken place for those officers likely to be called upon to lead the Business Continuity Management and Support Teams. Training will continue to benefit all staff who have key roles to play. Testing of the alert cascade system will be scheduled on a six monthly basis. An exercise is to take place to test the Plan and inform future development work.

DEVELOPMENT PROGRAMME

The Council has agreed the need for a further development programme to increase resilience for Business Continuity, as the process is regarded as one in need of continual review and updating. Involvement of staff side organisations will form part of this programme.

The programme includes plans to complete some specific functional and departmental continuity plans, where initial assessment has indicated this will improve resilience.

The programme of training and exercise will also be used to develop and improve the Plan. Some specific areas of concern have been identified, which will be developed through agreed projects led by the relevant department to avoid duplication of effort.