

OFFICIAL

# Business Continuity



Operational Policy & Planning

## Business Continuity Policy

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<b>Operational Policy &amp; Planning</b>	
<b>Procedure Process</b>	<b>Detail</b>
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**Note:** The review of this document must also include a review of the hyperlinked plans and documents.

#### Document history

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# Business Continuity Policy

## 1. Policy

### 1.1 Policy Statement

This Policy is designed to comply with the legislative requirements under the Civil Contingencies Act 2004 which state that Cleveland Fire Authority has a duty to assess risk and effectively mitigate the effects of disruption, loss events or other major incidents that may lead to compromising the ability to perform its statutory functions.

### 1.2 Policy Objectives

In delivering the policy the following key area objectives have been established:

- A Business Continuity Management System (BCMS), which includes a Policy and Framework to ensure robust management, testing and auditing of, Corporate, Station and Department plans.
- An embedded BCMS that identifies critical services and resources needed to support the delivery of our business continuity plans.
- A Business Continuity Framework which has a suite of Business Continuity Plans that can be accessed during a major event.
- To collaborate with partners and other Fire and Rescue Services to build our capacity and maximise resilience.
- To engage with community groups so they can take more responsibility for their own safety at times when services are limited.
- To monitor and review performance against our business continuity objectives and identify areas for improvement.
- To maintain and improve business continuity plans by taking appropriate actions based on the results of testing and regular management reviews.

### 1.3 Scope

This policy applies to all employees within the organisation. It will form the foundation for effectively managing and governing Cleveland Fire Brigade's strategies in response to a situation that may be, or may lead to, interruption, disruption, loss, emergency, or crisis.

### 1.4 Policy Category

This Policy is categorised as '**Strategic**' within the Policy Framework.

## **2. Organising Roles and Responsibilities**

### **2.1 Cleveland Fire Authority (CFA) Responsibilities:**

- Accepting the responsibility for the provision of adequate funding to enable to Authority to fulfil its statutory business continuity duties.
- Delegate responsibility to its Officers who will ensure that Business Continuity Plans are maintained to ensure the continuity of the organisation.

### **2.2 The Brigade's Executive Leadership Team Responsibilities:**

- Ensuring robust business continuity management arrangements are in place reflecting the requirements set out in the Civil Contingencies Act 2004.
- Establishing corporate governance arrangements for business continuity management including audit and scrutiny arrangements.
- Ensuring a robust business continuity policy is implemented to assure the continuity of services and functions.
- Demonstrating commitment to business continuity management and ensuring appropriate arrangements and resources are allocated to deliver the policy.
- Identifying and monitoring key threats to the delivery of essential services and ensuring appropriate risk controls are instigated.
- Enabling the identification of the critical activities and resources needed to support key services.
- Approving the business continuity policy and contingency arrangements.

### **2.3 The Senior Head of Operations Responsibilities:**

- Developing and implementing the CFB's Business Continuity Policy and associated arrangements.
- Championing the Business Continuity Policy throughout the organisation and ensuring compliance with approved practices.
- Report on the progress of BCMS and framework of plans to the Executive Leadership Team.
- Liaise with The Local Resilience Forum (LRF) – Strategic.
- Provide support to those managing an actual business continuity event.
- Provide support to the Head of Operational Policy & Planning in the discharge of their responsibilities.
- Responsible for the effective implementation of business continuity arrangements.
- Promotes & provides strategic commitment to business continuity.
- Be responsible for ensuring identified strategic risks have a corresponding Corporate Business Continuity Plan, where appropriate.

## **2.4 The Head of Operational Policy & Planning Responsibilities:**

- The overall implementation of the Business Continuity Policy, overseeing the BCMS and ensuring the Business Continuity Framework is current, practicable and available for use during a major event.
- Ensuring nominated managers test, monitor, review and audit the effectiveness and efficiency of the Business Continuity Plans.
- Ensuring any preventive or corrective action taken shall be appropriate to the magnitude of the problems and commensurate with the Business Continuity Policy and objectives.
- Implementing the Business Continuity Plans to ensure that the organisation embeds business continuity into its routine operations and management processes.
- Providing clear evidence and records of the effective testing and operation of Business Continuity Plans.
- Understanding the threats to key services and the co-ordination of appropriate risk management as sanctioned by ELT.
- Exercising, maintaining, and reviewing Business Continuity Plans arrangements to verify the on-going effectiveness of these arrangements and to provide assurance following an incident that critical activities will be recovered as required.
- Ensuring internal audits of Business Continuity Plans are conducted at planned intervals.
- Determining actions for remediation and improvement of Business Continuity Plans.
- Improve Business Continuity Plans through the application of preventive and corrective actions as determined by management reviews.
- Ensuring changes arising from preventive and corrective actions are reflected in the Business Continuity Plan documentation.
- Liaise with The Local Resilience Forum (LRF) – Tactical.

## **2.5 Business Continuity Manager Responsibilities:**

- Ensuring all department plans are reviewed by Departmental Heads on an annual basis.
- Ensuring all station plans are reviewed by District Managers on an annual basis.
- Ensuring that corporate plans are reviewed every three years.
- Ensuring plans are updated accordingly after:
  - Learning from business continuity incidents.
  - Updates in business continuity guidance.
  - Learning from testing/auditing of Business Continuity Plans.
- Ensuring that a rolling three-year Business Continuity Testing & Audit Plan is in place.
- Ensuring that the three-year testing plan reflects testing and auditing of Station, Departmental and Corporate plans.

- Ensuring that additional testing and auditing is carried as identified by risk critical local, regional, or national incidents.
- Development of training packages to embed business continuity within the organisation.
- Maintain skills and competence within business continuity.

## **2.6 All Managers Responsibilities:**

- Ensuring Business Continuity Plans for which they are nominated leads are produced and reviewed in line with the Brigade's policy and procedures.
- Ensuring that all staff are aware of their role to support the delivery of their Business Continuity Plans.
- Maintaining effective communication and assurance to staff, partners and the public in the event of disruption to services.
- Maintaining Business Continuity Plans information in line with General Data Protection Regulations.

## **2.7 All Employees Responsibilities:**

Abiding by all policies, procedures and guidance relating to business continuity planning.

## **2.8 Health and Safety Representatives:**

CFB will make available the information necessary to enable the Safety Representatives to fulfil their functions and enable to play an active part in supporting business continuity in the interest of the health, safety, and welfare of all personnel.

## **3. Planning and Implementing**

The Business Continuity Policy is supported by the Authority's Information Governance Framework. Both are reviewed and implemented to ensure that the Business Continuity Policy and arrangements are communicated appropriately to staff, Managers and Elected Members.

The Business Continuity Policy is maintained on the intranet and is available to all staff.

Operational [Station Business Continuity Plans](#) are maintained on the intranet and are available to all staff.

[Department Business Continuity Plans](#) are maintained on the intranet and are available to relevant Managers. Departmental Heads are required to maintain a hard copy of their plans.

[Corporate Business Continuity Plans](#) are maintained on the intranet and are available to ELT and the Head of Policy & Planning.

Implementation of this Policy will identify and document the priorities, procedures, responsibilities, and resources that will support the Authority when managing an incident.

### **3.1 Invocation of Business Continuity Plans**

Invocation of the Business Continuity Plans will be undertaken by the Executive Leadership Team. Following identification of a major incident or major event, the Executive Leadership Team will co-ordinate the response at a strategic level and ensure to keep the Authority informed.

### **3.2 Resource Implications**

There is no financial resource implication directly associated with this Policy. Any resource required to develop and deliver the Business Continuity Policy will be addressed through the Brigade's formal financial planning processes.

### **3.3 People Impact Assessment**

This policy has been subject to a People Impact Assessment, carried out in line with the Brigade's procedure and no issues have been identified.

### **3.4 Monitoring**

The Head of Operational Policy & Planning will monitor adherence to this Policy and ensure that relevant information is maintained.

The Business Continuity Manager will work alongside departmental head to ensure that plans are tested and reviewed in line with the Business Continuity Testing and Audit Procedure.

### **3.5 Audit**

Formal audits will be undertaken annually. The audits will measure performance against defined standards and will aim to establish whether the overall Business Continuity Framework is efficient and effective.



## 4. Recovery and Reset

Cleveland Fire Brigade will take a structured approach to recovery and reset. This will be achieved by reviewing the response/changes made during an incident and the subsequent opportunities that may have arisen. We will engage with staff and partners to ensure that positive transformative changes are not lost.

Our approach will look at what worked well, what did not, and identify the sustainable changes that will have the greatest benefit on our communities, staff and partners. We will implement a flexible programme to embed new ways of working that will have the greatest impact on our community safety goals.

### 4.1 Recovery and Reset Objectives

CFB will work towards the following strategic objectives:

1. **Identify:** Lessons learned, good practice, efficiency, improvements, and innovation.
2. **Maintain:** Positive ways of working, transformation, and innovation.
3. **Configure:** Service provision to meet the needs of the CIRMP.
4. **Reset:** Work with staff and partners to embed transformational change.

## 5. Review

The Head of Operational Policy and Planning will review this Policy to provide assurance that the Authority has suitable and sufficient arrangements in place to manage Business Continuity when confronted by significant risks. Consideration will be given to new and merging risks identified through relevant sources including National and Local Risk Registers.

The Business Continuity Policy will be reviewed annually by the Head of Operational Policy and Planning.

The Business Continuity Framework will be reviewed bi-annually by the Head of Operational Policy and Planning.

The Business Continuity Testing and Audit Procedure will be maintained and updated by the Business Continuity Manager.