

## NORTH YORKSHIRE COUNTY COUNCIL

## AUDIT COMMITTEE

10 October 2018

## BUSINESS CONTINUITY – UPDATE REPORT

**1 Purpose of Report**

- 1.1** To provide an overview of the current resilience and business continuity (BC) arrangements for North Yorkshire County Council and to provide continued assurance for the management of risk within directorates and service areas.

**2 Background**

- 2.1** NYCC resilience and business continuity (BC) arrangements are reviewed on an ongoing basis by the NYCC Resilience & Emergencies Team (RET) over recent years to ensure plans continue to be fit for purpose. In 2016 an updated methodology was introduced in order to prioritise the business continuity needs of each individual service area. This has evolved to ensure a consistent and corporate approach to BC planning across the organisation and a robust system to manage any disruption to the provision of priority NYCC services.

The RET has continued to respond to internal audit reviews and service area manager feedback to focus on reducing bureaucracy, improving engagement and transparency and ensuring a consistent corporate document format for NYCC resilience and business continuity.

- 2.2** The NYCC BC documentation consists of:

**Business Impact Analysis (BIA)** - The Business Impact Analysis looks at priority business functions and quantifies the impact a loss of those functions may have.

**Incident Management Plan (IMP)** - The Incident Management Plan helps a service area to plan a process to respond to and work around a range of possible impacts on their provision of priority services during any incident.

- 2.3** These documents are held centrally on the NYCC BC share-point site. This allows for ease of access, allowing service area practitioners and management to make informed business continuity decisions. This also provides a framework for assurance during any disruption of service and signposts a course of to mitigate any loss of priority services.

### **3 Corporate Business Continuity Policy**

- 3.1** BC and potential disruption to NYCC services are corporately addressed through a consistent assessment considering loss of staff, equipment and technology, buildings and key suppliers. These considerations are addressed through pre-planning and mitigation measures identified in service area BC plans.
- 3.2** Each directorate has continued to work with the RET to utilise planning training and exercising to focus on any possible disruption and to ensure staff know what to do and when to do it during any relevant incident.
- 3.3** To ensure conformity, specific officers have been designated to review service area BC arrangements and a reporting regime put in place. Every directorate has a designated BC champion to oversee their business continuity and to represent their directorate at the Corporate Risk Management Group (CRMG) in support of managers producing BC plans for directorate priority services. Three out of the four Champions received core training on their role in July 2018. The fourth champion (HAS) was unavailable and is scheduled to receive training by end of October 2018. Further training will be scheduled in early 2019 to develop the role
- 3.4** The Corporate Director (Strategic Resources) continues to have overall responsibility for BC within NYCC, with the BC function co-ordinated and supported by the RET. The Leader of the Council, Cllr. Carl Les, continues to hold the executive portfolio for resilience, emergency planning and business continuity.
- 3.5** Directorates are required to provide a BC RAG (Red, Amber, Green) status update to the CRMG every quarter. This process allows directorate BC champions to monitor and inform their directors on the current status of their directorate BC plans and provide the key information required to confirm their satisfaction in annual statements of assurance. This is a rolling program of improvement and over a three year period will identify any areas that may require further investment in BC resilience, particularly those traded services that NYCC has a commitment to provide during a period of severe disruption.

### **4 Corporate Business Continuity Plan**

- 4.1** A Corporate NYCC Business Continuity Plan is in place, agreed by NYCC Management Board and introduced to ensure a consistent and co-ordinated response across the organisation during any disruptive incidents.

The Business Continuity Plan has been tried and tested in-house by all directorates during a number of recent incidents that have required service areas to put their plans into action to mitigate the impacts of various disruptions.

- **“Beast from the East - Severe Weather - February 2018** - This required a corporate NYCC consideration for potential impacts on staffing, resources and priority service provision. The corporate BC plan was used to plan for

expected resourcing problems, staff getting to their normal place of work, the increased demand placed on certain areas of service provision including the Customer Service Centre, Highways and Social Care and corporate management of staff, facilitating them in working from home or from alternative locations. This incident involved “managing-out” less urgent tasks and service provision and the use of BC plans to work around impacts and a focus of resources available for the provision of NYCC priority services.

- **Wide area gas supply issues Ryedale - December 2017** - Management of NYCC BC and multi-agency response dealing with outage and implications for vulnerability, social care and resourcing Health and Adult Services.
- **Cyber-attacks** - After the 2017 NHS cyber-attack and a number of lower level recent attacks on NYCC systems, a NYCC cyber security workshop and exercise will be held in November 2018. This will focus on ensuring NYCC has a robust corporate approach and that we are maximising the opportunities to ensure we are as resilient as possible to cyber-attack.
- **Northallerton School incidents** - These incidents tested the resilience of NYCC on a number of fronts including media management and communications and service provision from Children and Young Peoples Services. Lessons from these incidents are being embedded to improve our capabilities in the management of significant incidents.

NYCC has also continued to respond to a number of regular incidents across the county including sink-holes, landslips and severe weather - all of which have tested our NYCC BC and response and recovery plans.

The provision of a structured BC framework across NYCC directorates, including links with the multi-agency Response to Major and Critical Incidents (RMCI) plan has enhanced management of information and supported a communication strategy that informs NYCC senior management, enabling them to identify priorities in the restoration of priority services.

- 4.2 The Corporate BC Plan has continued to evolve and organisational learning has been identified with multi-agency LRF partners from recent national events such as Grenfell and the Manchester Arena attack. Significant incidents impacting on NYCC are subject to a de-brief process with lessons identified then tasked for embedding to ensure future resilience. Lessons from the Tour de France and Tour de Yorkshire races are also being embedded in the planning for the 2019 World Cycle Championships.
- 4.3 Some service areas such as Technology & Change and the Customer Service Centre have very specific recovery requirements during any incidents. As such they have additional plans to ensure they can support response to wider disruption across NYCC. These service areas continue to provide corporate Incident Management Plans to allow informed strategic and corporate BC decision making during service disruption. Analysis by Technology & Change

of the information technology requirements identified in the service BIAs assists in their disaster recovery strategies.

- 4.4** Designated officers within the RET continue to provide on-going support for directorate BC champions and their staff within each directorate. The RET officers work with the directorate BC Champions to ensure that service areas have the knowledge and support to meet their BC responsibilities and that Incident response, training and exercising is part of their an annual work-plan.
- 4.5** Resilience and BC planning will continue to be an evolving process with the RET and directorate BC Champions working together to ensure robust, consistent, planned and exercised BC arrangements are in place to provide the required assurance across the organisation.

## **5 Recommendation**

- 5.1** Audit Committee to note the resilience and business continuity arrangements within North Yorkshire County Council and the continued work of the directorate business continuity Champions, supported by the Resilience & Emergencies Team, to embed resilient practice across the organisation.

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