



Liverpool  
City Council

# **BUSINESS CONTINUITY POLICY**

## **2022**

## **Context**

This business continuity policy is the key document that sets out the purpose, context, scope, and governance of Liverpool City Council's Business Continuity Management programme (BCM). This policy is owned by the Corporate Management Team (CMT) who will provide effective governance, leadership and support for the BCM programme.

The BCM programme is to assist the Council in delivering its strategic objectives whilst ensuring that the organisation can maintain its prioritised activities in the event of any business disruption.

In the development of this policy and the BCM programme, consideration has been given to the following legal and regulatory requirements, good practice guidelines and industry Standards, which have been used as a benchmark for the business continuity management programme.

- Civil Contingencies Act 2004
- Business Continuity Institute Good Practice Guidelines 2018
- ISO 22301 Societal Security - Business Continuity Management Systems (Requirements)
- ISO 22313 Societal Security - Business Continuity Management Systems (Guidance)
- ISO 22317 Business Continuity Management Systems (Guidelines for business impact analysis)

## **Purpose and Scope of this Policy**

- To state the Corporate Management Team commitment to Business Continuity within the council.
- To ensure that all Business Continuity lifecycle activities are implemented and maintained in an agreed and consistent manner to ensure the continuity of prioritised activities following a period of disruption.
- To achieve a Business Continuity capability appropriate for the Council's vision, strategic objectives and changing business need.
- To outline a clearly defined framework for ongoing business continuity capability.
- To embed Business Continuity good practice into the culture and 'business as usual' processes of the organisation.
- To identify key services, together with their supporting prioritised activities, processes and resources.
- To ensure that partners and third-party contractors that deliver services on the Council's behalf are resilient and have business continuity arrangements in place, including capabilities that underpin service provision.

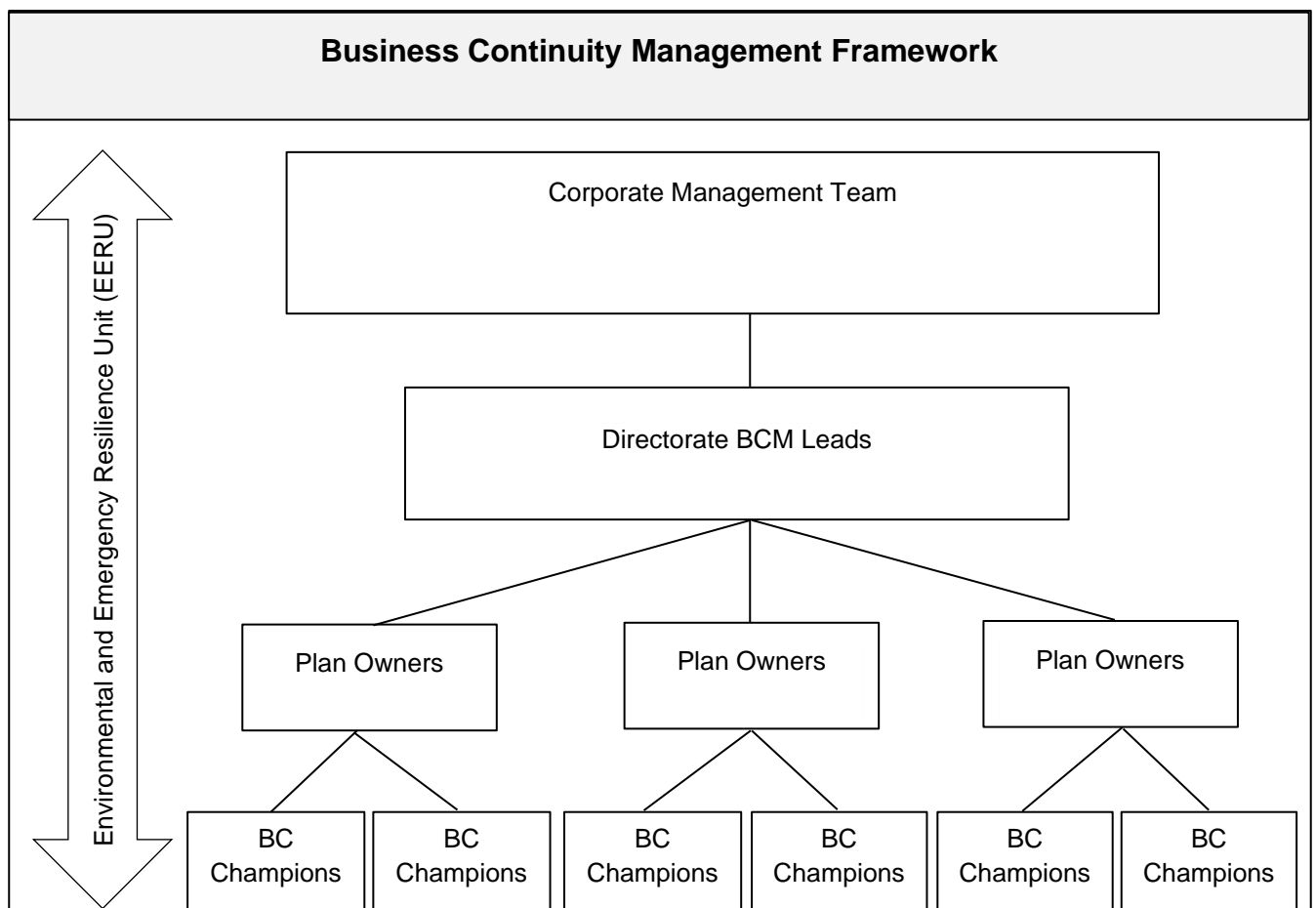
## Benefits

- To continue to provide prioritised activities to customers in times of disruption.
- To make best use of personnel, assets, and other resources at times when both may be scarce.
- To reduce the period of disruption to the Council and the customers we serve.
- To resume normal working more efficiently and effectively after a period of disruption.
- To improve the resilience of the council's infrastructure and assets to reduce the likelihood of disruption.
- To strengthen working relationships with key partners and suppliers from the public, private and other sectors to ensure key strategic deliverables can be maintained under difficult situations.

## Approach

This policy will be delivered by the fulfilment of the business continuity management programme which is an on-going management and governance process supported by the Corporate Management Team and appropriately resourced to implement and maintain Business Continuity Management.

The following illustration demonstrates the Council's structured framework for business continuity management.



## **Governance and Responsibilities**

This policy applies to all services and contracted out services of the Council and as such all employees must be aware of this policy. This policy applies to all levels of management within the City Council and the specific roles, responsibilities and authorities are laid out below.

### ***Corporate Management Team***

- Chief Executive Officer has responsibility for ensuring the Council is meeting its statutory duties in respect of Business Continuity under the Civil Contingencies Act 2004.
- Corporate Management Team will provide leadership, commitment, and resources as part of governance.
- Corporate Management Team will own and approve the Business Continuity Policy and ensure that the BCM Programme is implementing it.
- Corporate Management Team will own and approve the Corporate Business Continuity Plan.
- Corporate Management Team will identify appropriate Directorate Lead Officers to manage and lead the BCM Programme.
- Directors will ensure that adequate BCM arrangements are in place and validated within their own Directorates in accordance with this policy.
- Directors will ensure that service area BCM arrangements are reviewed; maintained; tested and trained for.
- Directors will establish a performance monitoring, testing and exercising culture in their Directorate supported by the Environmental and Emergency Resilience Unit (EERU).
- Directors will ensure that Business Continuity good practice is embedded into 'business as usual' activities within their own Directorate.
- Directors will ensure that any identified major risks or threats to prioritised activities, as identified within service area BIA's, are placed on the corporate risk register and projects, budgets and solutions are put in place to help mitigate them.

### ***Directorate BCM Lead Officers***

- Lead Officers will oversee, advise and manage the corporate business continuity programme, making recommendations, and reporting to Corporate management.
- Lead Officers will manage the delivery of the BCM Programme as a group and also within their own directorates.
- Lead Officers will meet regularly as the BCM Lead Officer Group to monitor the performance of the BCM programme against its milestones and agree actions and next steps.
- Lead Officers will gather and analyse business information via the business impact analysis process to inform plan development, continuity solutions and business recovery strategies.

- Lead Officers will ensure that BIA's and BCP's are produced and maintained within their own directorate, with staff suitably trained and plans tested through a planned maintenance and exercise schedule.
- Lead Officers will ensure that all prioritised activities are captured within their own directorate BIA's and BCP's and that continuity solutions are found to address any threats or risks to these activities.
- Lead Officers will ensure that all prioritised activities are included in the Corporate Business Continuity Plan.
- Lead Officers will ensure that any major risks to prioritised activities highlighted in service area BIA's are added to the corporate risk register.
- Lead Officers will ensure that all BIA's and Plans are stored on the BCM SharePoint site and hard copies in emergency grab bags etc.

### ***Plan Owners***

- Plan Owners will own and oversee the development of their business continuity plans, continuity solutions and business recovery strategies.
- Plan Owners will ensure that the business continuity plan adequately reflects the organisation's business continuity capability.
- Plan Owners will ensure that BIA's and BCP's are produced and maintained within their own service area, with staff suitably trained and plans tested through a planned maintenance and exercise schedule.
- Plan Owners will ensure that all prioritised activities are captured within their own Service Area BIA's and BCP's and that continuity solutions are found to address any threats or risks to these activities.
- Plan Owners will ensure that all prioritised activities are included in the Corporate Business Continuity Plan.
- Plan Owners will ensure that any major risks to prioritised activities highlighted in Service Area BIA's are added to the corporate risk register.
- Plan Owners will ensure that all BIA's and Plans are stored on the BCM SharePoint site and in emergency grab bags etc.
- Plan Owners are to act as Incident Management Team (IMT) members in the event of Service Area Business Continuity Plans being activated. This may include working outside of normal working hours, to get prioritised activities restored at the earliest opportunity.

### ***Business Continuity Champions***

- BC Champions will communicate the implications of departmental changes that may impact the business continuity programme.
- BC Champions will complete a Business Impact Analysis for their Service Area.
- BC Champions will develop, implement, and maintain departmental plans on behalf of the Plan Owner.
- BC Champions will collect information for the BIA such as a list of prioritised activities for their Service Area.
- BC Champions will conduct and participate in exercises to test and validate the plans.

- BC Champions and nominated officers are to act as Incident Management Team (IMT) or Business Recovery Team (BRT) members in the event of Service Area Business Continuity Plans being activated. This may include working outside of normal working hours, to get prioritised activities restored at the earliest opportunity.
- BC Champions will ensure that all BIA's and Plans are stored on the BCM SharePoint site and hard copies in emergency grab bags etc.

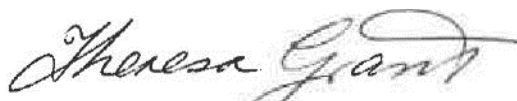
### ***Environmental and Emergency Resilience Unit (EERU)***

- EERU will review and maintain the BC Policy and BCM Programme in-line with industry good practice and the needs of the authority.
- EERU will maintain corporate Business Continuity arrangements including the Corporate Business Continuity Plan.
- EERU will maintain corporate business continuity templates in-line with industry good practice and Standards.
- EERU will maintain a corporate level training and exercising schedule.
- EERU will ensure Business Continuity and Emergency Planning arrangements are mutually supportive and developed in a risk led approach.
- EERU will continue to lead and support on business continuity.
- EERU will support individual Directors and BCM Directorate Leads to deliver BCM arrangements in their respective directorates;
- EERU will support the Corporate Management Team decision making process through command and control arrangements in the event of a business continuity or emergency response activation;
- EERU will audit BC arrangements to test and improve the level of capability and organisational resilience.

### **Policy Review**

This policy will be subject to review in 2023.

Signed for and on behalf of Liverpool City Council



**Theresa Grant**  
Interim Chief Executive

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For further enquiries please contact EERU via email [BCM@liverpool.gov.uk](mailto:BCM@liverpool.gov.uk)