



South Yorkshire
Fire & Rescue
WORKING FOR A SAFER
SOUTH YORKSHIRE

Business Continuity

Strategy

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SOUTH YORKSHIRE FIRE & RESCUE SERVICE

BUSINESS CONTINUITY STRATEGY

1 Introduction

- 1.1 South Yorkshire Fire and Rescue (SYFR) has strategies and plans in place to deliver its core public safety functions to the communities of South Yorkshire. The scope of these core functions is determined by the Fire and Rescue Services Act 2004. Consequently the public have a reasonable expectation that the Brigade will continue to deliver these functions in all but the most extreme circumstances. However, it is widely recognised that present day society is far more complicated and interdependent. Therefore it has become more difficult to identify and manage the interdependencies which could expose the Brigade to major disruption.
- 1.2 Business continuity planning is a process designed to deal with the effects of any major interruption to the normal delivery of an organisations functions. Consequently the absence of business continuity planning would have critical consequences. The process of business continuity planning is also good management practice, which will contribute towards the reduction of risk and should help to ensure that the key objectives of the Brigade are achieved. It is also a statutory duty under Civil Contingencies Act 2004 to have appropriate plans in place.

2 Relationship to Risk Management

- 2.1 Risk management is about identifying risks that will have an adverse impact on business objectives. Business continuity management is an ongoing process of risk assessment and management with the purpose of ensuring that the normal delivery of core functions continues if any risks materialise. There is a direct relationship between them in that there could well be a business continuity solution that could resolve or reduce a corporately identified risk.

3 Aim

- 3.1 The aim of business continuity planning is to ensure that SYFR is resilient to interruptions to the delivery of its core public safety functions.

4 Objectives

- 4.1 The following objectives are crucial to the successful implementation of the policy, as defined and agreed by the Senior Management Team (SMT).
- the identification of a corporate business continuity planning structure and corporate process
 - the embedding of a corporate business continuity planning culture within the Brigade, as part of effective risk management
 - the development and implementation of training and education in business continuity planning
 - reducing the level of risk from emergencies disrupting normal brigade functions
 - the provision of important management information
 - the production of a Business Continuity Plan (BCP)
 - conducting a review and exercise programme.

5 Identification of a Corporate Structure and Process

- 5.1 The day to day management of the process will be co-ordinated by the Civil Protection Group (CPG) through lead officers in each Directorate/Section.
- 5.2 Progress reports will be made to the Senior Management Team by Directorate/Section lead.

6 Embedding a Business Continuity Planning Culture

- 6.1 The essential starting point for this process is the full and active endorsement of the policy and strategy by the Senior Management Team. Positive action will be undertaken by the CPG to provide advice to Directorates/Sections on business continuity planning needs.
- 6.2 All Brigade managers and staff will need to be involved in the business continuity planning process at an early stage, through assessing the criticality and prioritisation of their Directorates/Sections functions. This process will be supported by a series of visits to Brigade managers by the CPG to reinforce the initiative.

7 Training in the Process

- 7.1 The assessment process will involve:
 - the identification of the specific functions
 - prioritising functions
 - setting time limits on the suspension of functions
 - identifying temporary alternative provision of functions.
- 7.2 A guidance document and a questionnaire detailing the process will be presented to each Directorate/Section head by the CPG. The CPG will be available to offer advice and guidance to lead officers engaged in business continuity planning work.

8 Reducing the Level of Risk

- 8.1 The essential purpose of the business continuity planning process is to focus managers on where risks exist and on the options available to reduce or eliminate them. There are several actions that individually or in combination could contribute towards reducing risk to a particular process:
 - use planned maintenance or refurbishment as an opportunity to enhance or change a vulnerable process.
 - dual tasking of key parts of the work force.
 - differentiate between “nice to have” and “essential” recovery means.
 - mirror facilities or alternative work sites.
 - develop work from home capability.
 - short cuts to procedures, agreed in advance (e.g. to save time).
 - identify areas as potential back up locations.
 - mutual aid arrangements in advance.

9 Development and Co-ordination of Plans

- 9.1 The business continuity planning process identified in the guidance notes is primarily a process of information gathering, assessment and subsequent actions. It is only after this process has been completed that work can start on preparing the Brigades corporate Business Continuity Plan (BCP). Each Directorate/Section could also have a specific plan to address their own areas of responsibility to make sure that all aspects have been addressed. Where the provision of a function or support to another part of the Brigade is involved, this can also be included.
- 9.2 The Brigade BCP will address those areas where the consequences would be wide ranging and where a corporate solution is necessary. It will also include the individual departmental plans.

10 Management of Information

- 10.1 During certain major disruptive events, for example the loss of, or access to, a major Brigade building, it would be extremely valuable management information to have reasonably accurate information concerning:
- the critical functions that are conducted from that building
 - the number of staff required to maintain these services
 - any special equipment needed to continue the service from another location
 - the availability of alternative emergency office space
 - how long it might take to prepare or gain access to other less immediately available sites
- 10.2 This type of information would be gathered during the business continuity planning process and incorporated by CPG in the Brigade Business Continuity Plan.

11 Exercise and Review

- 11.1 Validation and maintenance of the Brigade Business Continuity Plan is essential and needs to be conducted on a regular basis to ensure that it remains fit for purpose and to take account of any changes in circumstances. This process would be led by the CPG in close cooperation with the individual Directorates/Sections.

12 Business Continuity Planning Process

12.1 BCP Guidance

- 12.1.1 The BCP process will be based on the advice contained in BS 25999 Part 1 and 2.

12.2 Departmental Strategy

- 12.2.1 When considering potential disruptions to provision of functions, managers should focus on the following:
- loss of staff (including key staff or when one individual is responsible for conducting one important process)
 - the loss of a complete or large part of a Brigade building

- information systems, the loss of the information, the loss of access to the information, or loss of the equipment itself
- the failure of externally provided services / supply chain
- the failure of external contractors
- loss of crucial equipment

12.2.2 Although it is normal practice to consider a worst case scenario, it is important to retain a credible and plausible view of the risks. However, by being prepared to deal with the most likely risks, the Brigade will be better able to deal with the less likely and difficult to predict events of a more serious nature.

12.2.3 It is fully accepted that certain aspects and principles of the process are already part of Brigade contingency planning in respect of key or high vulnerability functions. For example, information technology and the routine back up of central file servers, the back-up to Fire Control and mutual aid arrangements with contiguous brigades. In these instances, action needs to be taken to identify them, check that they comply with the corporate policy, that they are documented appropriately in the BCP and ensure that staff who may be involved in a recovery situation are aware of them.

12.2.4 The CPG will address issues of a “cross cutting” nature and those areas where the potential solutions can not be implemented by individual Directorates/Sections.

12.3 Recovery Planning

12.3.1 There are a number possible events within which a business continuity incident could occur:

- i) an internal incident, affecting SYFR only - this type of incident would normally be dealt with internally by SYFR managers, however depending on the extent, severity and likely duration of the incident it could be appropriate to form the Business Recovery Management Team (BRMT) (see next page).
- ii) a civil emergency within or affecting the South Yorkshire -. the response from SYFR could involve the diversion of Brigade resources and impact on our ability to continue to deliver normal functions. In this instance, the actual response to the emergency would be managed as detailed in the other Brigade resilience plans. The impact of the emergency on the provision of normal services would be dealt with by managers, using the business continuity plan. In a major event it could be appropriate to form the BRMT.
- iii) a civil emergency directly affecting the Brigade's ability to function normally - this type of event would require the Brigade to mount its own response, recovery and rehabilitation. The overall response would be managed in accordance with other Brigade resilience plans however, the Business Recovery Management Team would need to be formed to deal with the recovery of functions.
- iv) a national emergency affecting the Brigade's ability to function normally - e.g. a fuel interruption. Co-ordination of the consequences of this type of emergency would best be carried out by a Business Recovery Management Team modified to suit the type of event and with relevant Brigade representation.
- v) In all circumstances the consequences of an event would be overseen by the Senior Management Team.

12.4 Business Recovery Management

12.4.1 In the circumstances of a major disruption, particularly if it is to a building, a recovery team should be assembled specifically to deal with the effects of the disruption. This will leave other officers free to respond to the emergency or the provision of their normal service. The template below would provide the framework for a Recovery Team however it could be formed in full or in part, depending on circumstances.

Business Recovery Management Team

Provided by	Title	Responsibilities
Chief Fire Officer/CE	Chair (CFO or DCFO)	Policy and strategy
Service Delivery	Emergency Response Recovery Team Manager	All operational actions
Finance and Resources	Corporate Support Recovery Team Manager	Co-ordinate the actions and responses of team members
TDC	TDC Recovery Team Manager	Use of TDC
Prevention and Protection	Prevention and Protection recovery team manager	Public safety issues
Finance and Resources	Corporate Administration Recovery Team Manager	All administration issues
Asset Management	Property Services Recovery Team Manager	Identification & acquisition of alternative property. Security Cleaning/Caretaking
Asset Management	Procurement Recovery Team Manager	Procurement
Finance and Resources	Finance Recovery Team Manager	Finance, payroll Insurance
Asset Management	ICT Recovery Team Manager	IT support Network support System support
Service Development	Occupational Health Recovery Team Manager	Staff health issues
Service Development	Human Resources Recovery Team Manager	All issues relating to staff
Emergency Response	Control Recovery Team Manager	Fire control issues and communications
Technical Services	Transport Recovery Team Manager	Transport issues

12.5 Implementation

12.5.1 Action in respect of the most critical functions, if not already implemented, should be taken without delay.