CITY OF
WOLVERHAMPTON
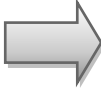C O U N C I L

<div align="right">**Appendix D**</div>

Update on Selected Risk for Review

Risk title and description	Previous score (Feb 2016)	Direction of travel	Current score (June 2016)	Target score and date
Business Continuity Management (BCM) Failure to develop, exercise and review plans and capabilities that seek to maintain the continuity of critical functions in the event of an emergency that disrupts the delivery of Council services. Risk owner: Linda Sanders (Ros Jervis) Cabinet Member: Cllr Paul Sweet	10 **Amber**	⇒	10 **Amber**	8 **Amber** December 2016

1.   Background

1.1   At the March 2016 meeting of the Audit and Risk Committee, members requested further information and assurances in respect of strategic risk 8 – business continuity management (BCM) be provided to the Committee by the risk owner. This note updates the Committee on the progress made by the Council in this area and the further actions required to manage the risk. The Council's resilience manager will also attend the meeting to address any further assurances that the Committee may require.

1.2   The BCM risk was first identified for inclusion in the strategic risk register by SEB in January 2014. At this time, the risk was assessed as 15 (red).

2.   Definition and legal requirement

1.1   The Civil Contingencies Act 2004 requires the Council as a 'Category 1' responder to perform seven duties that seek to improve the resilience of the Council and our local community. One of these duties is to:

"maintain plans for the purpose of ensuring, so far as is reasonably practicable, that if an emergency occurs the person or body is able to continue to perform his or its functions" (Civil Contingencies Act 2004, Section 2(1)c.)

2.2   The plans to maintain functions are known as Business Continuity Plans and they are designed to be utilised when an emergency overwhelms the Council's existing response arrangements and cannot be dealt with within normal resources or procedures.

3   Risk Mitigation

3.1   The following measures have been put in place by the Council to mitigate the risk:

Governance

3.2   In the Council, all work to meet the duties under the Civil Contingencies Act is overseen by the Resilience Board. This Board is chaired by the Director of Public Health and attended by senior representatives from key services such as ITC, Facilities and Communications. The board meets quarterly and reports to SEB twice a year.

Work Plan

3.3   Following a risk assessment and gap analysis conducted in Jan 2014, a Resilience Board work plan was produced to meet aims and objectives that address the key resilience capability gaps that were identified. The following aims, objectives and deliverables from the Resilience Board's work plan relate to business continuity.

Aim: To improve the Council's ability to maintain delivery of critical services during a disruptive event.

Objectives:

- To progress and improve the council's existing business continuity programme management.
- To sign off the existing Business Impact Analysis and rank the existing priority functions.
- To determine the Council's business continuity response strategy.
- To develop a programme for exercising, maintaining and reviewing the Council's business continuity arrangements.

Key Deliverables:

- A business continuity governance structure with appointed leads and accountable officers.
- A list of the Council's priority functions that has been signed off by the Resilience Board.
- A suite of plans ranging from the strategic to individual service level.
- Appropriate communications and coordination systems to manage disruption and recover services.
- A Wolverhampton City Council training and exercise programme.

4   Current position

1.3   Good progress has been made since the establishment of the Resilience Board with all but one (relating to strategic and service level plans) of the key deliverables now in place. While the council does have a Strategic BC plan the individual service level plans have

been delayed due to problems with ICT developing a planning system that integrates with the council's HR records.

1.4 However, this bespoke service level planning and response tool, Service Resilience, is now fully integrated with the council's HR records on Agresso so it will start to be used to prepare plans for our Priority 1 functions from June.

1.5 In addition to the planned key deliverables the following improvements have been achieved.

- Council Business Continuity Plan significantly revised.
- Major Incident Control Room built.
- Electronic logging and coordination system developed.
- All grades 11 and above have been trained in its use.
- Business Continuity clauses signed off for addition to contracts with key suppliers.
- Business continuity policy written to align the council with ISO 22301.

2 Future Work

2.1 At the last Resilience Board meeting in April 2016 overall progress with the work plan was discussed and the following new business continuity objectives were agreed.

- To assist the preparation of service level plans (using Service Resilience) for the Council's Priority 1 functions.
- To highlight resource/capability shortfalls that impede feasible BC plans.
- To identify the council's critical suppliers and introduce BC clauses to their contracts.
- To develop a programme for exercising, maintaining and reviewing the council's business continuity arrangements.

2.2 The separate aim to improve the council's cyber security and enhance our ability to invoke IT Disaster Recovery, is new for the 2016-18 Resilience Board work plan and complements efforts to improve business continuity.

3 The Assurance Framework

6.1 Additional assurances on the effective management of the strategic risks include:

a. Regular reporting to SEB.
b. Quarterly updates to the Resilience Board.
c. Regular internal audits.

6.2 An internal audit review of Resilience Management was last carried out in December 2015 and a 'Satisfactory' level of assurance was provided. The following amber issues were identified:

- The feasibility of delivering service resilience plans by April 2016.
- The delivery of significant training requirements by the Resilience team with limited resources.

- The integration of work undertaken by the Resilience team and the Public Health Emergency Planning Manager.

6.3 The Audit Report was discussed at the Resilience Board meeting in December 2015 where the issues were considered.