

Statement of Assurance		
Subject	Business Continuity	
Officer	Jill McCrae, Head of Democratic Services and Corporate Assurance	
Date	March 2017	
Overall judgement	Excellent	Best practice arrangements exist, no outstanding issues, high confidence
	Good	Good confidence, no major issues or failings, action plan in place
	Fair	Some good practices in place but no procedure, key issues exist, with more work to be done, action plan in place
	Poor	Failings have occurred or are likely to occur, considerable issues exist, known weaknesses, considerable areas of concern
What are we assuring?	Business Continuity arrangements	
Basis of judgement	<p>The Service has continued to strengthen their business continuity arrangements over the past 12 months.</p> <p>Upon combination the Authority agreed the policy statement and subsequently an internal procedure was produced and agreed. The decision was made that the legacy Services' business continuity plans would work in tandem, should an event occur, whilst new single plans and arrangements were developed. During 2016/17 the majority of singular plans have been developed, with key plans now in place, which include: Pandemic, Fuel, Disposition of Appliances, Significant Events, Industrial Action, Service Control Centre Resilience and ICT Recovery. Each department and station has also developed new up to date plans and a future programme of work is underway to deliver the outstanding plan requirements.</p> <p>The Service has implemented and tested the Service Control Centre plans during the disruptive events, which has provided the Service will assurance of the arrangements delivered and the ICT recovery plans have been reviewed and updated following real life events.</p> <p>The Service's Business Continuity procedure is aligned to the industry best practise; the Business Continuity Institutes Good Practise Guidelines (2013) and the ISO22301:2012 (2012).</p> <p>Key Service Managers have received internal training on the Services business continuity arrangements and both Service Managers and Authority Members have received training in managing significant events. An eLearning package has also been developed for all staff that will be distributed Service wide in 2017.</p> <p>The Services business continuity arrangements and future work programme was validated and assured by internal auditors, Gateway Assure, during the Services risk management audit, where adequate assurance was awarded, with the suggested audit improvements already included in the Service's future work programme for business continuity.</p> <p>Understanding the organisation:</p> <ul style="list-style-type: none"> ♦ The Services business continuity management arrangements have been developed using industry best practise and in 	

consideration of the Service's strategic risks, the Horizon Scan 2016 document and local and national risks.

- ♦ With the development of department plans the Service has completed a business impact assessment and identified its critical activities using the Service's risk appetite matrix.
- ♦ The Service continues to review threats and impacts through its risk management arrangements and the use of external sources, such as national and local risk registers, involvement at local resilience forums and Horizon Scan publications.

The business continuity process is managed within the Service by the Head of Democratic Services & Corporate Assurance, who is a member of the Business Continuity Institute, with oversight by the Strategic Leadership team. Business continuity is reported to the Finance & Audit Committee as a delegated responsibility from the Fire Authority.

Determining BCM Strategy:

The Service's business continuity policy statement and procedure have been published and are aligned to best practise.

Developing and implementing a BCM Response:

- ♦ The Business Impact assessment identified key risk areas – People, Premises, Vehicles & Equipment and ICT & Communications. All Service plans are considerate of these key risks and plans are available electronically via the Service's staff site and in hardcopy within Service Control.
- ♦ The business continuity arrangements operate at two levels – Internal Department & Station level and Strategic level. Each department and station has its own business continuity plan, identifying that areas critical activities and response controls for managing an event. For the events in which would have Service wide impacts Strategic plans are in place, named, 'incident response plans', which identify the critical activities with the potential to be impacted and the control measures required to manage and reduce disruption of significant events.
- ♦ Due to the Services flexible working and ICT arrangements department relocations are adaptable, whereby employees can work from all Service sites, from home or any location with WiFi, which has improved the Services resilience.
- ♦ For each Station business continuity plan a relocation site has been identified and where this is external to the Service a memorandum of understanding is in place to confirm agreed measures.
- ♦ The Service has two mirrored data centres at different locations, increasing the overall resilience of the ICT infrastructure.
- ♦ The Networked Fire Service Partnership arrangement for the Service's Control Centre has provided added resilience for the management of emergency calls and mobilisation of appliances to incidents.

	Exercising, Maintaining and Reviewing: <ul style="list-style-type: none">♦ An exercise programme is developed annually and considered with a risk based approach with the programme for 2017 developed.♦ The department and station business continuity plans are required to be reviewed on a bi-annual basis which is highlighted within the Services schedule of testing, which forms part of the Service’s business continuity procedure.♦ The Service’s incident response plans are exercised as appropriate, taking a risk based approach and a programme for exercising has been developed for 2017. Audit and Assurance <ul style="list-style-type: none">♦ Annual assurance of business continuity is via this assurance statement				
Outstanding key issues	Priority (for fair and poor judgements only)			Improvement required	Lead
A brief summary of the outstanding issues	H	M	L	What is being done or is proposed to address the outstanding issue	Who is leading
The delivery of the future programme of work, including the development and approval of outstanding single incident response plans	H			Delivery of the final incident response plans identified within the final programme of work.	Director of Corporate Services

Priority H – within 12 months, M – within 24 months, L - within 36 months or more.
When agreed with Director these issues should be fed into team planning.