For Information	
Public/Non Public*	**Public**
Report to:	**Joint Audit and Scrutiny Panel**
Date of Meeting:	**25th May 2021**
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Agenda Item:	**21**

BUSINESS CONTINUITY MANAGEMENT

1. Purpose of the Report

1.1   The purpose of this report is to present to the Joint Audit and Scrutiny Panel (JASP) an update on the Force Business Continuity Planning process.

1.2   To inform JASP of the Force Critical Functions identified by Heads of Department.

1.3   To inform JASP of the Business Continuity Testing timetable, which identifies key areas of the business to be tested each quarter.

2. Recommendations

2.1   It is recommended that JASP approves the identified list of Force Critical Functions.

3. Reasons for Recommendations

3.1   To enable JASP to fulfil its obligations with regards to ensuring the Force can enact an appropriate response should a critical incident occur.

4. Summary of Key Points

UPDATE

4.1   All Force wide Business Continuity Plans have been activated and continue to be dynamically reviewed to address the COVID-19 virus threat. All outcomes are regularly reported to the COVID-19 Gold meetings together with any potential threats that may arise.

4.2   Access to a business continuity drive has been created to ensure corporate oversight of all force plans. An overview document outlining critical resources for key function is also accessible to provide a priority guide in the event of systems, and other resources, needing to be restored.

Access to the drive is restricted to plan owners due to the contents and classification of information contained.

CRITICAL FUNCTIONS

4.3 The current list of critical force functions was circulated to ACC Milano and ACC Cooper and it has been agreed they remain as outlined in Appendix 1.

TESTING TIMETABLE

4.4 The timetable attached at Appendix 2 prioritises the key critical force functions for specific testing and then the capacity for individual Departments to identify contingency plans and innovative ways to recover essential services. This testing will be conducted by the Assurance and Planning Team together with appropriate staff from each Department.

4.5 The testing will be in the format of shallow dives. If any areas of concern are raised as a result of that light touch process, then further deep dives will be conducted into those specific areas.

4.6 Any learning from the testing regime will be fed directly to the Head of the Department and the Force Business Continuity Manager will work with appropriate individuals to ensure plans are updated and appropriate action is taken.

4.7 Learning will also continue to be directed to the Organisational Risk, Learning, Standards and Integrity Board so that good practice is shared force-wide and any risks are elevated to the appropriate risk registers.

4.8 The testing cycle will ensure that the plans are robust, fit for purpose and provide confidence that the Force can provide effective resources to tackle critical incidents and still address vulnerable individual and community needs.

4.9 This timetable will take place alongside the testing scenarios undertaken by the Force Emergency Planning and Local Resilience Forum. Any learning will be shared through the Organisational Risk, Learning, Standards and Integrity Board.

5	Financial Implications and Budget Provision

5.1 There are no direct financial implications associated with business continuity management within the Force.

6	Human Resources Implications

6.1 Professional support for Business Continuity Management is provided by one full time equivalent (FTE) who also has the risk portfolio and is based within Corporate Development.

6.2 General responsibility for business continuity management forms an integral part of the job descriptions of individuals managing critical functions within the Force.

7   Equality Implications

7.1   There are no known equality implications associated with the implementation of business continuity management within the Force.

8   Risk Management

8.1   Business continuity management is closely linked to the management of risk. Whilst the Force will maintain business continuity plans for its critical functions in order to meet its statutory obligations, an awareness and assessment of current risks will enable those plans to take account of changing circumstances and will therefore lead to better and more effective business continuity plans.

9   Policy Implications and links to the Police and Crime Plan Priorities

9.1   There is no specific reference to business continuity management in the current Police and Crime Plan, although continuation of Critical Functions at a time of disruption is vital in achieving any priority.

10 Changes in Legislation or other Legal Considerations

10.1   The Civil Contingencies Act 2004 places a statutory duty on all Category 1 responders (which includes the police) to maintain plans to ensure they continue to perform their functions in the event of an emergency, so far as is reasonably practicable. An emergency is defined as an event that threatens serious damage to human welfare, the environment or the security of a place in the United Kingdom. The qualification "so far as is reasonably practicable" means that in practice the Force is required to maintain plans for the continuity of its most critical functions to an acceptable level.

11   Details of outcome of consultation

11.1   Each departmental head has been consulted in relation to the identification of critical functions.

12. Appendices

Appendix 1: Business Continuity Force Critical Functions Priority Testing

Appendix 2: Proposed Business Continuity Testing Timetable

Appendix 1

Business Continuity Force Critical Functions

Definition of Critical Functions	Department	Section	Identified Critical Functions	Tested
The Force has 9 Critical Functions which must be maintained: • To maintain effective communications with the public • To receive and respond to Emergency Calls providing an appropriate response to immediate incidents prioritising those at greatest risk due to vulnerability • To continue to effectively investigate crime ensuring vulnerable individuals are quickly identified and receive a response appropriate to their needs • Maintain the ability to deal with: ➢ Major, Critical and Emergency Incidents ➢ Serious Crime ➢ Firearms Incidents ➢ Serious Public Order ➢ Fatal and Serious Road	**Senior Command Team**	**Chief Officer Team**	Maintain effective command of the force by developing and maintaining a command structure Engage where appropriate with both National and Local agencies, including Strategic Coordination Group, LRF and OPCC Engage with Regional Forces re collaboration Set policing strategy and prioritise the use of policing capability Set the strategy for return to normality following Critical Incident	Yes
	Contact Management	**Control Room**	Answering telephone calls – 999s (Immediate) Answering telephone calls – 101's (Immediate) Incident Creation (Immediate) Incident grading (CSA's) and incident grading (Dispatchers) (Immediate) Dispatching (Immediate) Control of incidents (dispatchers) and Control of Major incidents (Control Room Managers) (Immediate 24 hours) Answering telephone calls – 101s (Switchboard) (1 hour) Immediate Real Time Intelligence (Within 12 hours) (Immediate)	Tested Regularly
	Local Policing City and County	**Response**	Provides the 24/7 365 capability to respond to incidents graded "Urgent" or "Priority" by the Force Control Room (FCR) Protect life and Property. (50 Officers 7 Sergeants 3 Inspectors immediately)	Yes
		Neighbourhoods	Provide Reassurance, visibility and engagement with communities	Yes

Definition of Critical Functions	Department	Section	Identified Critical Functions	Tested
Traffic Collisions • Ensure the health, safety & well-being of staff through the provision of effective training, equipment, support and governance to deal with operational challenges. • To provide effective custody facilities and Critical Case Progression • To deal effectively with all matters which impact upon community cohesion, or the credibility and reputation of the Force • To provide effective command and control of incidents • To maintain a cadre of Police Officers/Staff with specialist knowledge e.g. Firearms and Critical Incident Commanders	**Crime and Operational Support**	**Intelligence**	Provide capability for Intelligence development to identify, research, report on open/closed source material Management of SPoC applications and out of hours (on call) cover.	Yes
		Complex Crime	Investigation of threat to life or firearms incidents Investigation of high risk Missings /Sudden Deaths Escalate where appropriate To EMSOU for additional resources	Yes
		Public Protection	Provide trained and equipped staff to conduct Child /Adult Protection investigations (CAIU and CSE investigations. (Immediate) Maintain Force Investigative capability	Yes
	Operational Support Department	**Armed Policing**	Provide Armed Police Incident Response capability including specialist Armed Police Response capability (including. Baton Rounds/CS/Stun Grenades) Provide trained Strategic/Tactical/Operational firearms Commanders to authorise and command deployments Provide trained Firearms Tactical Advisor for Gold/Silver Commanders Provide trained and equipped Explosives Search Dog and handler at relevant incidents	Yes
		Tactical Support Teams	Provide trained and equipped officers to give expert advice on Police searches Provide trained and equipped officers to search in relation to missing people, serious crime, both defensive and offensive terrorist searches and CBRN Provide PSU level officers fully trained and equipped to respond immediately to the threat of serious disorder Provide fully trained officers who are able to respond to any CBRN incident	Yes

Definition of Critical Functions	Department	Section	Identified Critical Functions	Tested
		Operational Emergency Planning	Provide planning support to operations within the Force in addition a contingency and response to emergencies and incidents within the Force. Also tasks units within EMOpSS	Yes
		Serious Collision Investigation	Provide dedicated Road Death SIO's. Provide specialist capability to attend and investigate major/serious injury/fatal RTC Maintain Force Investigative capability	Yes
	EMCJS (custody)	Detain prisoners	Provide facilities for the reception and detention of arrested persons within Nottinghamshire	Yes
		Processing Prisoners	Provide facilities and enable effective processing of detained persons – including required pre charge processes (fingerprint, photo, DNA, drug testing, PNC update) and interview facilities.	Yes
	Corporate Services	Archives and Exhibits	Maintenance and provision of walk in freezers to ensure preservation of evidential items associated with serious crime. Ensure property/exhibits can be made readily available when required for court and criminal investigations.	Yes
		Information Services	Access to FHQ for the Support and Maintenance of Force IT technologies and systems supporting the ACPO Critical Policing Functions (4 hours) (Immediate 24 hours)	Yes
	Enabling Services	Estates	Provision of emergency accommodation Maintaining the emergency accommodation plan	Yes
		Fleet	Support Emergency Planning and operation support with an Emergency situation, including sourcing additional fleet when required	Yes
	Professional Standards		Provide on call critical incident cover.	Yes

Definition of Critical Functions	Department	Section	Identified Critical Functions	Tested
	Department			
	Enabling Services	**Corporate Communications**	To maintain effective communications with the public, through a number of different communications platforms, including the force website and social media, and external news outlets (Immediate) Strategic communications management (Immediate) To ensure officers and staff, Partners and Stakeholders are kept up to date with information (Immediate)	Yes
		People Services	Provide link and engage with Staff Associations /Unions, Duties Team and Occupational Health. Giving guidance and support to Senior Team and supporting staff and families as appropriate	Yes

Proposed Business Continuity Testing

Quarter 1

(April-June)

- Corporate Communications
- Information Services
- Intelligence
- Integrated Offender Management
- People Services

Quarter 2

(July-Sept)

- EMCJS (Custody)
- Professional Standards (including Counter Corruption)
- Finance
- Estates
- Command

Quarter 4

(Jan-March)

- Vetting
- Public Protection
- Serious and Organised (including Fraud and Digital
- OPCC
- Fleet

Quarter 3

(Oct-Dec)

- Archives and Exhibits
- Contact Management
- Corporate Development
- Operational Support
- Neighbourhoods
- Response