Agenda Item 12

REPORT TO:	**Audit and Corporate Governance Committee**
DATE:	**30 June 2009**
SUBJECT:	**Business Continuity Update Paper**
SPONSOR:	**Assistant Chief Constable (London and 2012 Olympic Games)**
AUTHOR:	**Chief Inspector John Thompson**

1. PURPOSE OF PAPER

1.1 To update the Audit & Corporate Governance (A&CG) Committee on the progress made by British Transport Police (BTP), in relation to Business Continuity, following the Price Waterhouse Coopers (PwC) audit report presented to the A&CG Committee in March 2008 and Her Majesty's Inspectorate Constabulary (HMIC) Protected Services Review in December 2008.

2. BACKGROUND

2.1 At the A&CG Committee in March 2009, the Chair requested that a progress report be brought to the next meeting.

Progress

2.2 PwC and HMIC reports on Business Continuity planning by BTP have been examined and the following overarching strategic needs have been progressed:

- Appointment of a BTP Business Continuity Manager (21 May 2008)

- BTP had 105 different formatted Business Continuity plans – BTP now have 181 Location-based Business Continuity plans and are in the process of completing four overarching Corporate Business Continuity plans as recommended by HMIC

- BTP's Business Impact Analysis has been re-visited for all locations in BTP, Including FHQ (July 2008)

- The profile of Business Continuity planning across the organisation has been challenged to drive engagement with the needs of the organisation

- BTP has designed a single practical template and system for Business Continuity Management planning that is now producing a recognisably effective planning product

- This approach has been incorporated into a regular planning/response meeting structure which is driving through both the necessary 'planning' and 'response' phases for BTP, in the first phase at Force Headquarters, followed closely by the seven policing Areas

- BTP has designed a programme of development actions to achieve these needs. This programme extends to December 2009, and when complete will re-position BTP in its delivery of Business Continuity Management planning and preparedness and alignment to BS25999 systems.

2.3 The programme includes the following broad workstreams and objectives:

- Complete defined structures at Area and Force level that deliver accountability for delivering effective Business Continuity Management plans and preparedness (Local plans and corporate plans as recommended by HMIC)

- Review the mechanism (external IT hosting) that will implement Business Continuity Management Plans and provide the necessary practical response to a BTP "disruptive event" as recommended by HMIC (August 2009)

- Refine the necessary roles and responsibilities that will require to operate at BTP FHQ and Area level at times of BTP 'disruption'

- Complete the new planning and response templates (as part of the external IT hosting review) that will promote uniform understanding and consistency across the organisation for Business Continuity Management delivery

- Purchase and implement an effective corporate Business Continuity Management software system that will support planners and provide a secure and accessible electronic repository of BTP plans and documents (August 2009)

- Undertake a revised Business Impact Analysis for all BTP locations including FHQ for 2009 (an annual requirement to align BTP with BS25999)

- Develop ownership at operational level and further engage managers in developing and testing their own plans.

2.3   The following is a summary of the actions already undertaken:

- May 2008 – New Business Continuity Manager appointed to BTP

- June 2008 - FMT commits to fundamental review of Business Continuity Plans for BTP

- June 2008 – BTP have 105 Location-based plans in place and all being reviewed

- August 2008 – Business Impact Analysis completed across all BTP locations (including FHQ) as part of the review of Business Continuity Plans for BTP

- October 2008 – Review of the PWC recommendations in preparation for HMIC protective Services Review

- October 2008 - FMT reviews results of BTP's Business Impact Analysis and progress on updating of BTP Business Continuity plans

- November 2008 – Consultant appointed to review the planning template and re-write Northern Area Business Continuity Plans

- December 2008 – HMIC Inspection and Report

- December 2008 – all existing Business Continuity plans reviewed and updated on Paragon

- January 2009 - Review of the Paragon System instigated

- February 2009 – Consultant appointed to review Estates and Facilities Business Continuity (Premises) Plans

- March 2009 – Options for replacement of the Paragon System identified due to Information Systems (Security) issues

- March 2009 – Business Continuity plans on Areas and at FHQ exercised in accordance with current SOP

- April 2009 – FHQ Consultant appointed to review Flu Pandemic Planning and the Force Business Continuity Planning template

- April 2009 – Tabletop exercise undertaken with Estates and Facilities managers to test the draft Business Continuity 'Premises' plan

- April 2009 – User preference survey undertaken across Area and Department staff to assess Business Continuity plan owner needs for any new system software

- April 2009 – Force Level Business Continuity Planning Sub-Group formed (Representing FHQ Departments) with agreed terms of reference to develop Pandemic Flu Plans

- April 2009 – 181 Location-based Business Continuity plans exist for BTP along with three of the four Corporate BP Plans for BTP (as recommended by HMIC)

- May 2009 – Area Business Continuity co-ordinators seminar held to test planning model

- May 2009 – Area Level Business Continuity Planning Sub-Groups formed with agreed terms of reference to further develop Pandemic Flu Planning locally

- May 2009 – FHQ Fall Back Site identified for IT as part of the New Control Room work at Birmingham – Office accommodation being developed for fall back at London North Area HQ

- May 2009 – Departmental Pandemic Flu plan completed for Estates and Facilities and incorporated as the template for remaining Departments to follow

- June 2009 - Consultant appointed to review Technology and systems operation for Business Continuity Process Plans.

Next Steps

2.4   On-going work:

- Revision of BTP Strategy, Policy and SOP for BTP Business Continuity Planning

- Consolidation of Pandemic Flu under BTP's overarching Business Continuity People Plan

- Refinement of standard toolkit for BTP in critical decision making processes

- Further process review to re-categorise BTP's software and IT systems

- Development of IT Major Incident Response plan to create a BTP bespoke Business Continuity Process Plan

- Assist with the development of the BTPA Business Continuity Planning arrangements

- Arrange testing of continuity planning and preparations in place amongst BTP's key partners and suppliers review the current risk analyses for potential impact on BTP

- Further review and assess the capabilities of key suppliers to continue to deliver their services to BTP in the event of a crisis.

3. OPTIONS

3.1 Not Applicable.

4. FINANCIAL IMPLICATIONS

4.1 The current programme of work will require time and therefore opportunity costs over the next three to six months by Area and FHQ Department plan owners and managers to properly establish worked through plans. Thereafter it will be necessary to test and develop these plans, to ensure they are fit for purpose.

4.2 There will be some direct cost in replacing the Paragon system with an Information Security compliant business continuity management software solution. These costs will be off-set like for like from the existing London and 2012 Olympic Games budget at FHQ. There will be some cost savings (£12k approx) in transferring to a new software supplier.

5. RISK IMPLICATIONS

5.1 The work done to date has significantly reduced the risk to BTP; from the lack of preparation should a Business Continuity disruptive event occur. The furtherance of business continuity plans so that, so far as reasonably practicable, BTP is able to continue it's service delivery in the face of a disruptive event continues to reduce and mitigate that risk.

5.2 BTP has now developed, and is refining, accountable planning structures and processes to avoid critical inspections and more significantly to prevent substantial impact on service delivery from such events as the Peterborough Police station fire and the explosion at the Scientific Support Unit, as well a taking into account significant national threats to service delivery, such as Pandemic Flu. Corporate Assurance Group, Force Management Team, Chief Officers Group and both Area-based and FHQ-based Business Continuity sub Groups are monitoring progress on the BTP Business Continuity Management Programme, with progress being reported to the A&CG Committee as required.

Agenda Item 12

6. DIVERSITY ISSUES

6.1 None.

7. RECOMMENDATIONS

7.1 That Members note the progress to date and the on-going work developing the Business Continuity Management Programme for BTP.