

BRITISH TRANSPORT POLICE - PWC ACTION PLAN PROGRESS TRACKER 2008

	Recommendation	Priority	Owner	Date Due	Management Response	Updated Management Response	Date of update	RAG Status
Business Continuity Review 2007-08								
1	The business continuity plans on Paragon should be reviewed by the regional business continuity coordinators and ensure that the data within is complete and accurate. This should be performed in conjunction with the other recommendations in this report in order to ensure that the business continuity plans meet the needs of the Force. Once complete, the plans should be subject to a regime of testing in order to ensure that they are fully understood and appropriate.	High	Force Civil Contingencies and Business Continuity Manager on appointment. (Interim responsibility with the Chief Inspector Civil Contingencies)	Three months after the appointment of the new Force Civil Contingencies and Business Continuity Manager	Having obtained the required software, BTP are undertaking a conversion process of getting the business continuity plans onto the new software, and then will proceed with a comprehensive review of those plans and update as necessary. The established regime of testing plans at both Area and FHQ level will continue when revised plans are in place.	ON-GOING The Area Business Continuity Co-ordinators have undergone training on the upgraded business continuity (BC) software. A first-pass review process has been completed, to review all existing plans, in light of the completed series of Business Impact Assessments (BIA) based on BTP locations and additional functionality delivered by upgraded BC software. The Force SOP has been reviewed and the testing and review schedule was re-launched in June 2008. Plans have been subjected to review and testing in accordance with the SOP.	01/06/2009	(Green)
2	The Force should ensure the business continuity is appointed an owner with sufficient resources available to them to address the prevailing issues. This role should have the full support of the relevant Assistant Chief Constable.	High	Superintendent Farrelly	ON GOING	Interviews for post of BC Manager will take place on 31 January 2008 with an expected offer to a successful candidate within three working days. Appointment to post as soon as successful candidate is available.	COMPLETED The Assistant Chief Constable, London and 2012 Olympic Games) is the Chief Officer owner of all aspects of Civil Contingencies, including Business Continuity. BTP's new BC Manager started work on 19/05/08 and reports to the Chief Inspector, Civil Contingencies based at Force Headquarters (FHQ). Area BC champions have been established throughout the Force, they each have Area BC Co-ordinators working to them. The Force BC Manager has been designated to cover the Area Co-ordinator functions for FHQ Departments and is the only full-time Business Continuity resource for BTP.	01/06/2009	(Green)
3	Users should be granted access to the system in order to allow them to: - Access the business continuity plans contained within - Update business continuity plans as appropriate.	High	Force Civil Contingencies and Business Continuity Manager on appointment. (Interim responsibility with the Chief Inspector Civil Contingencies)	Six months after the appointment of the new Force Civil Contingencies and Business Continuity Manager	As part of the development and roll out of Paragon software, the newly appointed Civil Contingencies and Business Continuity Manager will develop a process of access rights for appropriate staff across BTP.	COMPLETED All owners of BTP BC Plans, Area SMT members, Force Control Room Staff and Chief Officers have been granted access to BC plans. Area Business Continuity Co-ordinators hold the responsibility for maintaining BC plans. The Force SOP specifies the update schedule required to maintain the BC Plans.	01/06/2009	(Green)

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4	<p>The business impact analysis (BIA) should be revisited and drawn up to record appropriate information to drive an informed response to a disaster scenario. The BIA should contain a detailed analysis of critical services. The objective will be to identify the most critical services that the Force should restore in a disaster scenario, the order in which they should be restored, and the underlying resources required. The BIA should be drawn up in conjunction with key stakeholders, potentially through a facilitated workshop, so that critical services, resources and responses can be agreed and verified. ICT should be contacted in order to understand whether they are able to restore required technologies within the required time. Business continuity plans should be aligned to the BIA so that resources are directed appropriately to restoring key services in a timely manner.</p>	High	Force Civil Contingencies and Business Continuity Manager on appointment. (Interim responsibility with the Chief Inspector Civil Contingencies)	30 days after the appointment of the new Force Civil Contingencies and Business Continuity Manager	The Business Continuity Institute to be contacted to determine "good practice" in the field of Business Impact Analysis documentation. A revised Business Impact Analysis document to be drafted and reviewed by an appropriately qualified MBCI, in accordance with BS 25999.	<p>ON-GOING A BIA already existed for BTP which identified a single "Mission Critical" application for BTP, namely Command and Control. The subsequent BIA's carried out at each BTP location have highlighted a secondary list of "Important" applications which has also been created. An annual will now take place as part of the plan update process. This is in accordance with BS25999 and Business Continuity Institute guidance. BTP's Information Communications and Technology Department (ICT) have developed a disaster recovery plan which allows a real-time assessment of required technologies and the capabilities for their restoration within the required planning timeframes. The ICT plan concentrates on the mission critical application of Command and Control, with the important applications being restored in accordance with direction from the "Gold" group established to deal with the incident.</p>	01/06/2009	(Green)
5	<p>The Force should consider introducing an early phase to business continuity plans, which allows for specified key stakeholders to convene and to decide on the level of severity of the disaster, should one arise. This will allow for a proportionate response and can call for varying degrees of the business continuity plan to be invoked as necessary. It may be that business continuity plans are re-written to establish specific reactions to certain disaster scenarios. These may range from 'do nothing' to full invocation of contingency arrangements. Should this approach be adopted, a definition for each level should be drawn up and a supporting decision-making mechanism defined to allow the appropriate stage to be selected.</p>	Medium	Force Civil Contingencies and Business Continuity Manager on appointment. (Interim responsibility with the Chief Inspector Civil Contingencies)	Six months after the appointment of the new Force Civil Contingencies and Business Continuity Manager	Paragon software has a facility to provide for a staged response to activation of business continuity plans. In the review of plans currently held, consideration will be given to identifying and including a stepped response to incidents which may require the invocation of the planning arrangements.	<p>COMPLETED BTP has an upgraded element of the Paragon software (Impact and Profiles) which has provided the functionality for staged implementation of BC plans. A BTP "Gold Group" process has been established to drive an informed response to a disaster scenario. This is linked to a range of key BC elements - "People, Premises, Providers, and Processes", with a range of options being made available to "Gold" including staged implementation of plans according to which element is missing and the duration of the interruption to the provision. Decision-making trees contain options from "Do nothing" to full invocation of plan options, as discussed with plan owners during the revisiting of the BIA's at each location. BTP methodology for BC plan preparation is not based upon specific reactions to disaster scenarios.</p>	01/06/2009	(Green)

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6	Departments should ensure that they are fully aware of how quickly the Information Technology Department (or whoever had the responsibility) can restore key supporting applications in a disaster situation. Factored into this analysis should also be what priority will be attached to that particular technology should there be strong competition for technology resources (this analysis should be significantly easier upon completion of an effective business impact analysis – see 4 above).	Medium	Force Civil Contingencies and Business Continuity Manager on appointment. (Interim responsibility with the Chief Inspector Civil Contingencies)	August 2009	IT Major Incident Plan already establishes the critical systems and recovery priorities. Where individual plan activations occur around BTP, the 6 hour activation of recovery activities by IT is factored into their planning arrangements. However, account will need to be taken of multiple plan activations and the impact on IT Department to recover across a range of BTP functions simultaneously. The priority setting for multiple plan activations is catered for within the IT Department Major Incident Plan but will be more explicitly detailed on individual plans for the various sites around BTP.	ON-GOING The Mission Critical application restoration, is the primary objective for the ICT Disaster Recovery Plan. All plan owners have been advised that this application will be restored in preference to all other IT systems in BTP. Subsequent restoration of "Important" list applications will be determined by the sitting "Gold" group in accordance with debated needs prevailing at the time of the incident causing the plan invocation. Based on the ICT Disaster Recovery Plan full account has been taken of the implications of IT Process Recovery across all BC plans (either as a single plan activation or a multiple plan activation). The Important Applications list has been re-visited and further developed to establish a comprehensive list of applications and their pre-determined importance to plan owners. As part of BTP's Corporate Business Continuity Planning arrangements, a "Process" plan to complement the existing "Premises" and "People" Corporate Plans is being developed to reinforce links between Technology and all other plan owners in BTP.	01/06/2009	(Green)
7	Only one version of the business continuity plans should be retained by the Force. Staff should be made aware of where these plans are retained and how to access them.	Medium	Force Civil Contingencies and Business Continuity Manager on appointment. (Interim responsibility with the Chief Inspector Civil Contingencies)	Six months after the appointment of the new Force Civil Contingencies and Business Continuity Manager	As part of the development and roll out of Paragon software, the newly appointed Civil Contingencies and Business Continuity Manager will develop a process staff awareness of plans availability and ensure the removal of old plans from BTP locations and intranet site.	COMPLETED The externally hosted, Sungard, Paragon software system is the only system now holding BTP BC Plans for the Force. BTP's BC intranet site has been cleared of links to outdated BC plans. Area Control Rooms have undergone a process of outdated BC plan disposal. Area Co-ordinators are undertaking a process of briefing BC plan owners on accessing Paragon. The newly appointed BC Manager, in conjunction with the Media and Marketing Department, is developing a staff awareness programme in relation to BC plans. This will publicise the availability of BC Plans across BTP and how they must be accessed.	01/06/2009	(Green)

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8	A process should be drawn up to ensure that checks are in place to ensure both business impact analysis and business continuity plans are reviewed and updated on at least an annual basis to ensure that they reflect the current level of risk, requirement and available resource.	Medium	Chief Inspector Civil Contingencies Unit	May 2009	The Force Standard Operating Procedure (SOP) for Business Continuity was re-published following change of ACPO lead. This contains a defined process for plan review which was in place with the old SOP. The SOP has been published to BTP and sent to individuals responsible for planning arrangements at both Area and Force level.	ON-GOING BTP's SOP and policy have been re-visited in light of the extended functionality of the Paragon software. The BC Manager has developed a process of over-viewing the Area Business Continuity Co-ordinators review and exercising schedules, as well as developing a similar schedule for FHQ. FMT review process (quarterly updates on BC planning review, maintenance and exercising by Area Commanders) has commenced with ACC (London and 2012 Olympic Games) CAG is now validating BC Readiness and Planning, through challenge panels on a monthly basis at FHQ and Areas.	01/06/2009	(Green)