BRITISH TRANSPORT POLICE

Agenda Item 8

REPORT TO:	**Audit and Corporate Governance Committee**
DATE:	**15 December 2009**
SUBJECT:	**Business Continuity Update Paper**
SPONSOR:	**ACC Stephen Thomas (Operational Support & 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 and the implementation plan addressing the actions identified by the Her Majesty's Inspectorate Constabulary (HMIC) Protected Services Review in December 2008.

2. BACKGROUND

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

2.2 **Progress**

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

- Appointment of an Assistant Resilience Planning Officer (March 2009) (not previously reported)
- BTP had 181 formatted Business Continuity plans – BTP now have 205 Location (or Area and Departmental) based Business Continuity plans
- We have completed two of the overarching Corporate Business Continuity plans (People and Premises) as recommended by HMIC (Sept 2009), with work having commenced on the other two (Processes and Partners)
- Business Impact Analysis has been re-visited for all locations in BTP, including FHQ (Sept 2009). This is now an annual process, following the model attached at Appendix A
- The profile of Business Continuity planning across the organisation has been challenged and elevated through Pandemic Flu planning (October 2009) to further drive engagement with the needs of the organisation

- BTP has further refined its 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 the necessary planning and response phases throughout BTP
- BTP has designed a programme of development actions to achieve these needs. This programme extends to March 2010, 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)
- Develop the mechanism (external IT hosting) that will improve Business Continuity Management Plans and provide the necessary practical response to a BTP "disruptive event" as recommended by HMIC (August 2009)
- Refine and rehearse the necessary roles and responsibilities that are required to operate at BTP FHQ and Area level at times of BTP 'disruption'
- Finish populating 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
- Prepare for the Business Impact Analysis for all BTP locations including FHQ for 2010 (an annual requirement to align BTP with BS25999)
- Develop BTP's Critical IT Applications and possible alternative solutions planning arrangements (Operation Afflux)
- Further develop ownership at operational level and engage managers in developing and testing their own plans
- Finalising and publishing BTP's Policy and SOP documentation.

2.4 The following is a summary of the actions already undertaken since the last report (June 2009):

- July 2009 – Development of procedures to quantify service criticalities (Op Afflux)
- July 2009 – Establish Pandemic Flu Policy and SOP
- July 2009 – Corporate Facilities Plan completed and tested
- July 2009 – Pandemic Flu Plan completed and testing timetable established
- August 2009 – New Business Continuity software purchased (e-SECURUS) and system design refinements commenced, with data-uploading programme established
- September 2009 – Force-wide Business Impact Analysis carried producing 205 BC plans
- September 2009 – Pandemic Flu Plan arrangements tested for FHQ HR department
- September 2009 – Critical IT applications determined for FHQ Operations (Operation Afflux)
- October 2009 – Pandemic Flu Plan arrangements tested for London North Area
- October 2009 – Critical IT applications determined for FHQ Crime (Operation Afflux)
- November 2009 – Pandemic Flu Plan arrangements tested for North West Area
- November 2009 – Civil Contingencies and Risk Management Conference held at FHQ to brief Area and FHQ, Emergency Planning Officers, Business Continuity Co-ordinators and Risk Managers.

2.5 **HMIC Inspection Action Implementation Plan**

This work is ongoing, with all actions to be completed by 31 March 2010. A copy of the latest progress update on this Implementation Plan is attached at Appendix B.

2.6 **Next Steps**

The following work is ongoing and is all to be completed by 31 March 2010:

- Complete the HMIC Inspection Action Implementation Plan
- Publication of BTP Strategy, Policy and revised SOP for BTP Business Continuity Planning
- Consolidation of Pandemic Flu under BTP's overarching Business Continuity People Plan

- Development of improvement toolkit for BTP in critical decision making processes
- Prioritise BTP's critical IT applications and alternative workarounds (operation Afflux)
- Publication of IT Major Incident Response plan to create a BTP bespoke Business Continuity Process Plan
- Arrange testing of continuity planning and arrangements 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
- Implement remaining programme of testing and exercising BTP Pandemic Flu and other BC plans
- Review structure for Command and Control arrangements in the case of any major Business Continuity disruption to BTP
- Establish a BC Programme Management Group, to develop BTP's response to BS25999 alignment in the medium term.

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 costs in facilitating FHQ testing and exercising of Pandemic Flu planning arrangements, training for users on the new e-SECURUS BC software that has replaced the Paragon system. These costs will be off-set like for like from the existing London and 2012 Olympic Games budget at FHQ. There have been some cost savings (£12k approx) in transferring to the new software supplier.

5. RISK IMPLICATIONS

5.1 The work done to date has significantly reduced the risk to BTP in terms of a Business Continuity should a disruptive event occur. The ongoing work on business continuity plans so that will help ensure that, so far as reasonably practicable, BTP is able to continue its service delivery in the face of a disruptive event; this work continues to reduce and mitigate that risk.

5.2 BTP has now developed, and continues to refine, accountable planning structures and processes to minimise the risk of critical inspections and more significantly to prevent substantial impact on service delivery from such events as the Peterborough Police station fire and the explosion and fire at the Scientific Support Unit, as well a taking into account significant national threats to service delivery, such as Pandemic Flu.

5.3 Cabinet Office continues to strive towards the attainment of BS2599; there is a small risk that as a NDPB, BTP would be expected to seek similar accreditation of BS25999, if that requirement were rolled out across government departments after Cabinet Office were awarded BS25999 accreditation. There is a one-off initial fee to obtain accreditation and annually recurring audit fees to maintain the accreditation once it is achieved.

5.4 The Corporate Assurance Group, Force Management Team, Strategic Command Team and both Area-based and FHQ-based Business Continuity subgroups continue to monitor progress on the BTP Business Continuity Management Programme, with progress being reported to the A&CG Committee as required.

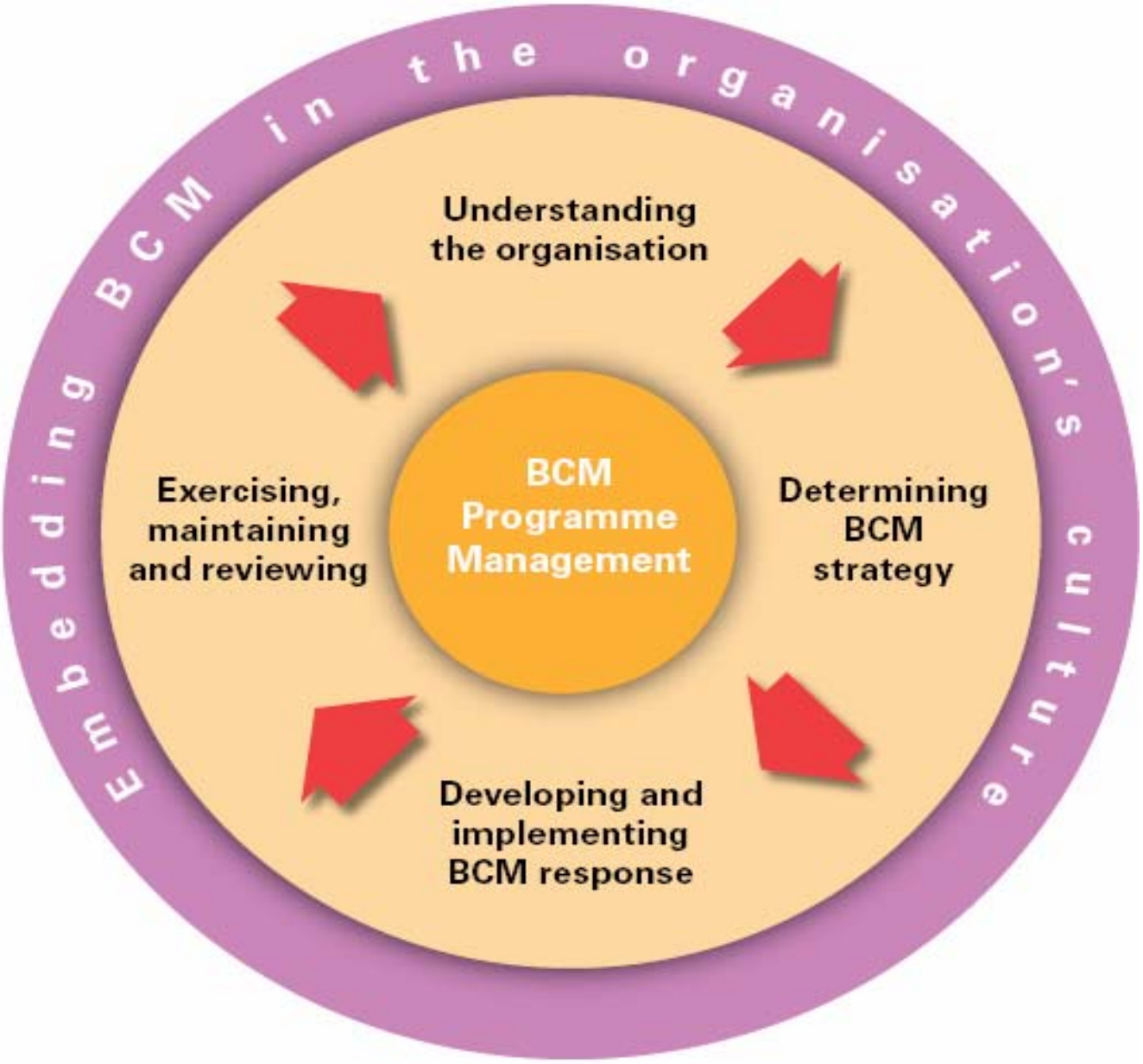
6. DIVERSITY ISSUES

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.

Appendix A



Reference: BS25999-1, 2006