IMPROVEMENT PLAN 2009

HMIC Inspection: Civil Contingencies **SCT Portfolio Owner: ACC London & Olympics**

Improvement Plan Owner: C/Insp John Thompson

Ref	Areas for Improvement	Due Date	Action Owner	Management Response	Date of update	RAG Status
CC 1	Key external risks that impact upon BTP are industrial action and major rail accidents. Notwithstanding this, the Force Strategic Assessment contains no comment on these themes in its external scan.	Ongoing	C/Insp Thompson	Procedure has been set up with the Force Horizon Scanning Manager to externally scan information linked to resilience. This information is reviewed on a monthly basis and will be incorporated where appropriate to reflect planning arrangements (increased horizon-scanning is in progress regarding Pandemic Flu work at present).	**On-going**	GREEN
CC 2	The BTP approach to Business Continuity Planning has followed that recommended by PWC in their report. It has primarily been location-based and now needs to take account of threat and risk to the delivery of critical functions across BTP. The current approach has largely been bottom-up. The learning has been advantageous but is an onerous approach to business continuity with some 169 plans that may not necessary reflect the actual threat and risk. BTP therefore now needs to build upon this foundation by using its planned dependency mapping of site-specific plans to identify core functions that present the greatest threat and risk to BTP service delivery. From this analysis will emerge a core number of high quality and critical BC plans alongside a wider number of more simple site-specific recovery plans. Such a change would represent a more efficient and focused approach to Business Continuity Planning.	31-Dec-09	Aminur Rahman	Four Corporate Plans are being created to cover Policies, People, Processes and Partners as follows: (1) Policies - Estates and Facilities - Leigh Stringer; (Complete) (2) People - Human Resources - Teresa Hickman; (Complete Via Pandemic Work) (3) Processes - IT - Cliff Cunningham; and (Contractor has completed work) Further work is required (4) Partners - Procurement - Tony Foster. Separately an overarching SCT plan has been developed to take account of where service delivery becomes an issue either on a large scale or forcewide, e.g. Pandemic Flu. New Force Policy and SOP Documents are being prepared.	**15/11/2009**	AMBER
CC 4	The value of the current Business Continuity Plans (BCPs) is limited as those examined, including those identified as complete, provided just simple headline information under pre-set headings.	31-Jan-10	Aminur Rahman	The process of auditing all existing BCP plans is currently ongoing. Of the 181 plans, 150 will be updated within the next four months. The contract has been let in relation to the external hosting supplier for the Business Continuity Plans for BTP.	**15/11/2009**	GREEN
CC 5	There are no MoPI compliant protocols between BTP and members of any of the LRRFs or LRFs. BTP also have few documented information sharing protocols for civil contingency purposes with other Forces. Coverage is ad hoc and the lack of formalisation could present an unnecessary risk for BTP Those that do exist were compiled prior to the issue of MoPI guidance although they do contain a 12 month review clause to be overseen by the Data Protection Department. The protocols are being reviewed to ensure MoPI compliance. That is being taken forward as a broad approach to the IMPACT programme. Many Forces also have few ISPs but the national position will be determined on finalisation of the HMIC Thematic report.	01-Dec-10	C/Insp Thompson	C/Insp Thompson attends the Impact Management Board, which is responsible for looking at compliance across BTP. All protocols will be reviewed to ensure they are MoPI compliant. The review of MoPI compliance highlighted two vulnerabilities: (1) External hosting of plans using an external provider and (2) Generic contingency plans, located throughout BTP. Both of these areas are being reviewed as part of the impact programme workstreams.	**15/11/2009**	GREEN
CC 7	The National Skills Audit has not been used to inform and improve BTP's capability to manage public order events.	01-Mar-10	Teresa Hickman (HR)	Action owners to liaise as link to national skills audit is still ongoing.	**15/11/2009**	AMBER
CC 8	BTP has not expressly used the 13 ACPO critical functions to help determine the threat and risk to BTP in terms of its prioritised business continuity requirements.	31-Dec-09		Links to CC2 above	**15/11/2009**	AMBER
CC 9	Whilst access to BCPs via Paragon has been increased recently it remains limited. Currently, plan owners and their deputies and command teams have access to but not staff in the MICC or junior managers on Areas and in FHQ, which could result in delayed action at the critical early stages of implementing a plan.	31-Mar-10	Aminur Rahman	The newly purchased software e-SECURUS will permit unrestricted access for plan owners, Area BC Co-ordinators and FHQ BC staff. Limitations of access due to licensing restrictions and costs have been lifted with the new software. A programme of training will take place when the system is rolled out by Mar 10.	**15/11/2009**	AMBER
CC 10	The 169 business continuity plans for BTP have yet to be fully tested on a rolling 12-month basis albeit one was tested in a live situation within the last 12 months.	31-Mar-09	Aminur Rahman	Business continuity plans were tested, in accordance with the SOP for last year. Business Continuity plans will be tested as part of the roll-out process for the new e-SECURUS system first quarter 2010.	**15/11/2009**	AMBER

Ref	Areas for Improvement	Due Date	Action Owner	Management Response	Date of update	RAG Status
CC 12	Apart from that detailed within the MIM for major incidents, there is no documented debriefing policy for the implementation of other contingency plans (even if owned by the TOCs) or for activation of business continuity plans.	On-going	Insp J Doel	The Force Contingency Planning Officer, Insp. Doel has created the first draft BTP de-briefing policy. The policy document and associated SOP have been submitted for SDD and are now subject of the Force Policy consultation process.	**15/11/2009**	**GREEN**
CC 13	The BCM is fully engaged in quality assuring the 181 plans and in identifying key dependencies. There is little capacity to maintain an effective corporate overview of the remaining aspects of civil contingencies and great reliance is therefore placed upon the seven EPOs for its delivery.	Ongoing	Aminur Rahman	A temporary additional member of staff has been recruited to provide support to the BCM, to assist with plan updates and the review process. A full-time BTP police staff post has been authorised and a job description has been graded. However, the post has been graded at PSG3 and is now subject of an appeal to the HR manager.	**15/11/2009**	**AMBER**

COMPLETED AREAS FOR IMPROVEMENT

Ref	Areas for Improvement	Due Date	Action Owner	Management Response	Date of update	RAG Status
CC 3	The BTP business planning process currently takes account of the FSA in the determination of BTP priorities but does not, as yet, consider any necessary change of resource disposition until BTP has an overview of its BCP threat and risk.	N/A	N/A	It is unlikely that threat and risk will be used to move existing resources. However, when opening/moving police stations or creating Neighbourhood Policing teams, threat and risk is used to ensure (where possible) resource disposition takes into account the FSA, crime demographics, ability to deploy and stakeholder input. This is unlikely to happen in all instances due to factors such as industry influence/design, financial constraints and historical information.	**COMPLETE**	**GREEN**
CC 6	Notwithstanding the TOCs having primacy for the development of nearly all contingency plans, BTP is a major partner in their implementation. The absence of ready access to such plans and awareness of the same by MICC managers and supervisors is therefore a matter of some concern as it could lead to a delayed BTP response to their implementation.	N/A	C/Insp Thompson	The implementation of TOC emergency plans is carried out under the auspices of TRANSEC requirements. BTP EPOs are consulted in the formulation of plans, but their activation is not dependent upon BTP being available to activate the plan requirements. BTP MIM interfaces with TOC station planning arrangements. BTP control rooms do not need specific access to TOC plans.	**COMPLETE**	**GREEN**
CC 11	BTP will need to ensure that any IT system designed to assist with the management of BCP remains fit for purpose.	31-Aug-12	Aminur Rahman	BTP has purchased a new software solution which addresses previous concerns. The current system is being developed to meet the specific needs of BTP and the more generic requirements of the police service.	**COMPLETE**	**GREEN**