



<b><u>Policy Title</u></b>	BUSINESS CONTINUITY MANAGEMENT
<b><u>CCMT Sponsor</u></b>	DIRECTOR OF INFORMATION AND STRATEGY
<b><u>Department/Area</u></b>	STRATEGIC DEVELOPMENT

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### **1.0 Rationale**

Business continuity management is a statutory requirement for police forces under the Civil Contingencies Act 2004.

### **2.0 Intention**

Business continuity management will deliver the following benefits:

- Ensure that Thames Valley Police (TVP) can continue to provide critical services to the public in times of disruption
- Enable optimal use of personnel and other resources at times when both might be scarce
- Reduce the period of disruption to the organisation and the public
- Improve the resilience of the organisation's infrastructure to reduce the likelihood of disruption

### **3.0 General Principles**

The Business Continuity Management Policy:

- Sets out the identified Critical Activities for TVP
- Identifies the key threats to service delivery
- Specifies how Business Continuity Plans should be invoked
- Sets out roles and responsibilities for Business Continuity Plans
- Gives general guidance on the delivery of Critical Activities

### **4.0 Guidance, Procedures & Tactics**

Business continuity management is a force-wide issue. Each Basic Command Unit (BCU), Operational Command Unit (OCU) and Department needs to develop robust business continuity plans, and these need to be co-ordinated centrally to ensure that they work together.

#### **4.1 Critical Activities**

TVP's Critical Activities are:

- Maintain public order
- Emergency response including providing support to other critical services and infrastructure
- Crime investigation
- Custody management
- Communications technology
- Provision of information to the public
- Protect the health, safety and welfare of our officers and staff ensuring that expected support services are in place

Neighbourhood policing is not considered to be a Critical Activity initially, although this may become more important in providing public reassurance in the days following an incident.

We accept that in giving priority to maintaining these critical activities, performance against targets is likely to suffer, particularly for less urgent work.

#### **4.2 Threats to service delivery**

Our Business Continuity Plans will take into account the following identified threats:

- Denial of access to premises (through fire, flood etc.)
- Loss of critical systems (for example, ICT or communications)
- Loss of staff (loss of key individuals, travel problems, pandemic, lack of retention, or abstractions)
- Reliance on others within the force (failure of an internal support chain)
- Reliance on an external supply chain (utilities, telecoms, critical goods and equipment)

It should be noted that an incident of sufficient scale is likely to require an emergency response from the police, while increased lawlessness arising as a result of a major disruption will increase the demand for public order policing, and so these areas may require even greater resources to meet growing demand.

#### **4.3 Invoking the Business Continuity Plans**

Plans must be invoked when an incident occurs which could significantly impact on our ability to deliver our Critical Activities. This may be in the event of a Major Incident, or preparatory to a foreseeable disruption, or in the event of a major internal disruption to services.

Invoking the Business Continuity Plans will be done through Gold Command, by the on-call ACPO rank officer.

## **4.4 Roles and responsibilities for Business Continuity Plans**

### **4.4.1. Planning and Policy**

BCU Commanders, Head of OCU and Department Heads are responsible for ensuring that their BCU, OCU and Department have adequate, up-to-date, and tested Business Continuity Plans in place. Business Continuity Plans must be tested and reviewed at least annually and updated when necessary, for example to incorporate learning from a real incident or exercise.

The responsibility for Business Continuity Management and co-ordination at a force level on a day-to-day basis lies with the Force Risk Manager. The Force Risk Manager will work closely with the Force Contingency Planning Officer and other relevant posts to ensure a joined-up approach. Business continuity issues will form part of quarterly Force Risk Management Group meetings, which include all Chief Officers.

Business Continuity Plans will be reviewed and audited by the Force Risk Manager, by the Police Authority Internal Auditor, and may be subject to external audit by the HMIC or Audit Commission.

The Force Risk Manager is responsible for maintaining the Business Continuity Management Policy.

### **4.4.2. Emergency Response**

In the event of an emergency, Gold Command or an ACPO rank officer will take responsibility for business continuity management including setting up an Emergency Management Team.

### **4.4.3. Management of external contractors**

The Head of the Procurement Department is responsible for ensuring that the management of external contracts includes due consideration of appropriate business continuity standards, to ensure that an acceptable standard of service will be maintained following a disruption to either TVP or the contractor.

## **4.5 Delivery of Critical Activities**

### **4.5.1. Maintain public order**

This includes the broad duty laid upon the police to 'keep the peace'. Activities which might be considered essential include maintaining patrols especially in vulnerable areas, and keeping front counters open where possible. Officers and staff in Neighbourhood Policing and non-critical roles could be re-allocated to support this critical activity, including maximising the use of Police Community Support Officers

(PCSO), Specials and Volunteers. Risk assessments should be undertaken to protect the health and safety of officers and staff.

#### **4.5.2. Emergency response including providing support to other critical services and infrastructure**

This critical activity includes response policing and providing operational support to our partner agencies, especially via the Local Resilience Forum.

In the event of these resources becoming stretched during an emergency, we will:

- Prioritise 999 calls and respond to the most serious first.
- Keep officer attendance at non-emergency calls to a minimum without compromising public safety, for example by maximising the number of calls dealt with over the telephone.

#### **4.5.3. Crime investigation**

If resources are stretched during an emergency we will prioritise our investigative response as follows:

1. Crimes where death or serious injury has or could occur i.e. Murder/ Manslaughter/ Kidnap/ Rape/ Serious Sexual Assault/ Grievous Bodily Harm
2. Offences involving vulnerable victims
3. Offences which could undermine community confidence and/or damage the reputation of the force
4. Priority crime offences where there is a clear indication of a suspect who will continue to offend if not arrested (Priority Crime as per Force Crime Meeting definition)
5. Any other offence where there is a clear indication of a suspect who will continue to offend if not arrested.
6. 'Solvable' priority crime. A crime is deemed solvable if any of the following are *immediately* available:
  - A named suspect
  - Identification evidence
  - Forensic evidence/intelligence
  - Identifiable property
  - Intelligence
  - Linked Series
7. Any other offence which is deemed solvable (see 6)

The above criteria have been set in line with the National Policing Improvement Agency (NPIA) Volume Crime Management Practice Advice.

#### **4.5.4. Custody management**

Basic Command Units (BCU) should ensure that their custody facilities are fully utilised. Local custody management will provide the flexibility to move prisoners around the BCU custody estate in the event of disruption to a BCU.

Where demand exceeds BCU provision, a neighbouring Thames Valley Police BCU estate should be used. Where this is impracticable due to insufficient custody availability across Thames Valley Police, the Force Custody Bronze (Headquarters Criminal Justice Department – Custody) should be contacted. This post will be in a position to take a Force overview of custody provision and resilience.

If the overall custody estate across Thames Valley Police is insufficient, it will be necessary to prioritise arrests according to the agreed crime investigation prioritisation (see previous section). Collaborative arrangements with other forces in the South East and London area may provide alternative custody provision.

#### **4.5.5. Communications technology**

Communications technology is essential to support the provision of our other critical activities, including the maintenance of our telephone network, the Control Room and Enquiry Department, Airwave radios, e-mail and computer network. This is the responsibility of the Information and Communications Technology Department. ICT currently support radio, data network, telephony, Command and Control and the 999 system on a 24/7 basis and have in place comprehensive Disaster Recovery plans in the event of disruption.

#### **4.5.6. Provision of information to the public**

Providing accurate and timely information to the public is a critical activity during an emergency. The Force Corporate Information Department are responsible for external and internal communications, including media releases through local radio, television and via our website. It is expected that all public messages will be agreed with the Press Office in the Corporate Information Department. In the event of an emergency the Local Resilience Forum have responsibilities to 'Warn and Inform' the public and TVP will play a key part in our local LRF.

#### **4.5.7. Protect the health, safety and welfare of our officers and staff ensuring that expected support services are in place**

We will adhere at all times to the Force Health and Safety policy and procedures to ensure our staff are protected, including risk assessing any changes to their activities, responsibilities, situation or place of work. The Finance Department is responsible for ensuring that contingency plans are in place to ensure that funds are available should additional resource / equipment be required and that their remuneration activities continue during any disruption.

## **5.0 Challenges & Representations**

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Headquarters  
Oxford Road  
Kidlington  
OX5 2NX

## **6.0 Communication**

How our employees are communicated with during and following an incident can affect their morale. Organisations often rely on the goodwill of staff in the event of an emergency. Many of our staff would want to help in any way they could, and might find that others outside the organisation ask them for information. We want to make sure that people are given information so:

- They feel valued by the organisation and their contribution is recognised
- They are given accurate information
- They can become ambassadors for the organisation by passing on core messages to others
- The organisation ensures their safety by telling them what they need to do – for example not to enter a certain areas or to go home for the present
- To help manage the recovery process by ensuring the right staff are in the right place at the right times
- The reputation of the force is improved following an incident by staff feeling that communication was well-managed
- We are able to identify any staff who need particular support during or following an incident, for example trauma or feeling demotivated

### **6.1. Communicating with our employees in an emergency**

We will implement one or more systems to ensure that in the event of a business continuity disruption we are able to send messages to all TVP employees.

### **6.2. Communication Plan for Business Continuity Awareness**

We will ensure that all TVP employees are aware of the importance of business continuity management and their role in the event of a major disruption. This Business Continuity Management Policy will be available on the intranet, and employees will be made aware of the Business Continuity Plans relevant to them.

### **6.1. Links to Police National Legal Database Other**

Risk Management Policy  
Health and Safety Policy  
Corporate Governance

## **7.0 Compliance and Certification**

### **7.1. Human Rights Certification**

#### **(i) Legal Basis**

The Civil Contingencies Act 2004 introduced a statutory requirement that essential services to the public be maintained during disruption. Thames Valley Police as a Category One responder is required to put in place business continuity management arrangements.

This policy document is based on standards laid down by the British Standards Institute, specifically BS 25999-1:2006 'Business continuity management – Part One: Code of Practice' and BS 25999-2:2007 'Business continuity management – Part Two: Specification'.

#### **(ii) Human Rights Articles Engaged**

Article 14 Prohibition of Discrimination

#### **(iii) Prohibition of Discrimination**

Actions taken as a consequence of this Policy will be applied in a fair and impartial way, having due regard for natural justice and human rights.

### **7.2 Diversity Impact Assessment**

This policy has been assessed as low risk.

### **7.3 Diversity (Human Resources)**

This policy has been assessed as low risk.

### **7.4 Management of Police Information (MoPI) Compliance**

The information used to create the business continuity plans is existing organisational information owned by Thames Valley Police. It is an appropriate, proportionate, and lawful use of our information, including making use of police officer and staff telephone numbers to alert them to an emergency if necessary.

### **7.5 Community Engagement Strategy and Standards**

This policy is in keeping with the framework set out in the force Community Engagement Strategy and Standards, and takes account of our responsibilities towards, and existing arrangements with, the public and partner agencies.

### **7.6 Data Protection**

Personal data processed in compliance with this policy will be managed in accordance with the provisions of the Data Protection Act 1998.

### **7.7 Freedom of Information Act**

This policy is suitable for public disclosure. It will be published on the Thames Valley Police Internet site.

### **7.8 Protective Markings**

This policy will be NOT PROTECTIVELY MARKED. The actual Business Continuity Plans and supporting documents will be assessed on an individual basis for protective marking purposes and managed accordingly.

### **7.9 Health & Safety at Work**

It is the duty of all Thames Valley Police personnel – police officers, police staff, members of the special constabulary and volunteers – irrespective of rank, grade or position, to take all reasonable care of themselves and other persons who may be affected by their acts or omissions.

This policy is supported by arrangements in the Force Health and Safety Manual.

### **8.0 Monitoring and Review**

Business continuity management is essential if Thames Valley Police is to meet its obligations to provide critical policing services to the public and partner agencies during a period of disruption.

The business continuity process will ensure that the organisation understands its processes and will therefore help to ensure that best value is achieved in all areas.

NOT PROTECTIVELY MARKED

This policy will be reviewed as needed and was last updated in October 2008.

NOT PROTECTIVELY MARKED