

AUDIT AND GOVERNANCE COMMITTEE



Report subject	Emergency Planning & Business Continuity Annual Update (from November 19 to October 20)
Meeting date	22 October 2020
Status	Public Report
Executive summary	Emergency planning and business continuity activity in BCP Council over the reporting period has been dominated by COVID-19. This update provides a high-level overview of the scale and nature of the COVID-19 response, from a governance perspective, in addition to more business as usual aspects that have continued in parallel. It also provides a consideration of concurrent and future risks.
Recommendations	<p>It is RECOMMENDED that:</p> <p>Audit and Governance Committee is asked to note the:</p> <ul style="list-style-type: none">• Significant emergency and business continuity response to COVID-19 to date undertaken by BCP Council alongside multi-agency partners• the new resilience governance framework• the forward look for the remainder of the year
Reason for recommendations	It is a statutory requirement for the Council to have effective emergency planning and business continuity arrangements in place in accordance with the Civil Contingencies Act 2004. This is of particular significance currently during the ongoing response to the global COVID-19 pandemic.

Portfolio Holder(s):	Cllr Drew Mellor
Corporate Director	Graham Farrant, Chief Executive
Report Authors	Alyson Whitley Emergency Planning and Resilience Manager ☎ 07584 490684 ✉ alyson.whitley@bcpcouncil.gov.uk
Wards	Council-wide
Classification	For update and information

Background

1. This report provides an update on the emergency planning and business continuity arrangements in place across BCP Council and related activity during the period of this monitoring report.
2. It is a statutory requirement for the Council to have effective emergency planning and business continuity arrangements in place in accordance with the Civil Contingencies Act 2004 (CCA).
3. Whilst a legal requirement, emergency planning and business continuity are always one of many competing priorities. The COVID-19 pandemic has shone a spotlight on emergency planning and business continuity and highlighted their importance and value.
4. The following specific activity / topics are considered in more detail in this report:
 - BCP Council and Dorset LRF response to COVID-19
 - Dorset LRF multi-agency partnership and Civil Contingencies Unit
 - BCP resilience governance framework
 - Forward look for the remainder of 2020/21
5. Whilst this monitoring report does consider COVID-19, it does not seek to be an exhaustive account of the Council's and partners' response.

COVID-19 Overview

6. Emergency planning and business continuity activity across BCP Council since March 2020 has been primarily focussed on understanding and responding to COVID-19 and in so doing providing support and leadership to our communities during these unprecedented times. COVID-19 has affected countless lives and continues to shape everything on a day-to-day basis both professionally and personally.

7. COVID-19 has been particularly challenging as it has required a hybrid response, i.e. both an emergency planning and business continuity response in tandem over a prolonged period. The Council has had to be very reactive, quickly developing new services in response to government initiatives such as establishing the 'Together We Can' community resilience work, the telephone helpline and paying out almost £90 million to business and individuals from various government grant schemes. These were not in any plan and have had to be implemented from scratch. In addition to the direct impacts of the pandemic, the Council has had to manage the consequences of the indirect impacts such as overcrowding on its beaches.
8. Most emergency plans and structures are based on more traditional short duration incidents and were not necessarily designed for the current longer-term response and so there has been and continues to be a real need to be flexible and adaptable whilst adhering to emergency planning and business continuity frameworks and principles.
9. Unlike most emergencies, all those involved in responding have also been directly affected by the incident in their personal lives and have had to contend with the additional stresses and pressures that this brings at the same time. It has been a very intense and protracted response and this is likely to continue over coming months. Staff resilience has therefore been an important consideration.
10. The reach and remit of emergency planning has been extended in response to COVID-19 and other recent and concurrent activity (e.g. EU exit/transition) to include a much wider range of activity than would traditionally be seen as an emergency. Emergency planning structures have been drawn on extensively as they provide a tried and tested and truly multi-agency collaboration mechanism that does not currently exist elsewhere across the public sector.
11. The sections that follow concentrating on COVID-19 provide a high-level overview of activity to date, but it is difficult to truly reflect the scale and enormity of the challenges faced and effort made by BCP Council and partners over the past seven months in response to the pandemic.

BCP Council COVID-19 Response

12. An early key decision made by BCP Council decided was to nominate a dedicated Gold (strategic level) and Silver (tactical level) to focus on COVID-19 and to maintain the normal duty gold and silver rota arrangements to respond to any other emergency issues that may arise.
13. In line with corporate emergency and business continuity plans, a Corporate Incident Management Team (CIMT) was convened to lead and coordinate the corporate response to COVID-19. Various workstreams were established and continue to feed into CIMT.
14. CIMT met daily on weekdays (and sometimes at weekends) from 18th March to 6th April at which point it moved to three times a week. It currently meets twice a week. Membership consists of:
 - Chief Executive, Chair of CIMT, dedicated COVID-19 Gold and SCG link
 - Leader of the Council, latterly the Cabinet Portfolio Holder for COVID Resilience

- Corporate Director Adult's Services and health and social care (pan Dorset) workstream lead
 - Corporate Director Children's Services
 - Corporate Director Resources and recovery workstream lead
 - Corporate Director Communities and Environment and excess deaths (pan Dorset) workstream lead
 - Corporate Director Economy and business and economy workstream lead
 - Director Financial Services and Section 151 Officer
 - Director of Law and Governance and Monitoring Officer
 - Director of IT & IS and technical resilience workstream lead
 - Director of Communities and community resilience workstream lead
 - Dedicated COVID-19 Silver, TCG link, warning and informing workstream lead, testing and PPE
 - Head of HR and people and wellbeing workstream lead
 - Director of Public Health Dorset/Assistant Director of Public Health Dorset
 - Head of Audit and Management Assurance
 - Emergency Planning and Resilience Manager
 - Executive Support
 - Loggist – this is a vital role. All decisions made by CIMT are logged in a consistent format and retained in line with emergency planning best practice principles which are embedded within BCP Council
 - Other officers join CIMT meetings to facilitate discussions in relation to particular decision records being brought
15. An interim debrief of CIMT has been held and a number of short-term and longer-term recommendations and actions have been identified and are being taken forward. Other areas of the council response have also undertaken debriefing to capture any learning to feed into the ongoing situation. This debriefing process again draws on emergency planning good practice principles which are embedded within BCP Council.
16. All schools in BCP remained open throughout the lockdown period providing places for key worker and vulnerable group children.
17. Recent developments have been understanding the new legislative measures introduced at the end of September and putting in place proportionate measures in conjunction with partners to educate, contain and enforce. Customer Services went live on 5th October with new proactive welfare calls to those who have been told to self-isolate either through having a positive COVID test result or being a close contact. Work is also underway to explore what the COVID-19 marshals announcement by Government might look like on the ground and how a scheme could be implemented across BCP and Dorset.

Consequence Management

18. Following the incident on a Thursday in late June which saw significant overcrowding across Bournemouth beaches, BCP Council established a multi-agency summer consequence management group. This met initially in June and then every Thursday in advance of the weekend from July to early September to ensure a joined-up approach to managing the situation across the beaches and town centres during the period. This involved the emergency services, H M Coastguard, BCP seafront services, highways, community safety, corporate comms, Bournemouth Station and South Western Railways and health services. This was coordinated with a similar group in Dorset Council to ensure effective and joined-up action across the whole of Dorset.
19. As part of these groups, arrangements were put in place for pan Dorset pre-scheduled multi-agency calls during potentially busy weekends where demand was considered to be high. These took place at 11 a.m. and 3 p.m. on Saturdays and Sundays and provided the early sharing of situational awareness and intelligence to help manage demand and proactively deal with emerging issues. A debrief was held on 8th October to capture any learning and to inform similar arrangements for the future if these are needed. Early thinking from this is that this collaborative approach provided an effective way to forecast and manage busy periods and should not just be reserved for emergencies.

Dorset LRF COVID-19 Response

20. The multi-agency command structure of Dorset LRF has been stood up since early March 2020 and BCP Council has played a major role in this with a wide range of officers participating across the structure, supported by Emergency Planning. The Strategic Coordinating Group (SCG) and the Tactical Coordinating Group (TCG) have been supplemented by a range of sub groups and workstreams. These include:
 - Warning and informing
 - Excess deaths (supported by several sub groups)
 - Health
 - Health and social care (supported by a care home sub group)
 - Ports and borders
 - Strategic safe and well group (safeguarding, vulnerable and homeless)
 - PPE
 - Testing
 - Volunteer Cell
 - Strategic Staff Wellbeing Group
 - Workforce demand
 - Multi-agency intelligence cell
 - Epidemiology Cell (EpiCell)
 - Contingencies sub group

- Recovery
21. Meeting frequency for all the groups has flexed and been adjusted in line with prevailing risk. During the first wave peak the Strategic Coordinating Group (SCG) was meeting three times a week and the Tactical Coordinating Group (TCG) twice weekly. The SCG moved to a meeting every third week in July with the TCG continuing to meet weekly. Since mid September, the SCG has resumed meeting weekly.
 22. There are also two new sub groups that have recently been agreed:
 - Contain and Engage - a multi-agency sub group to look at the Dorset partnership approach to enforcement in the widest sense.
 - Mass vaccination sub group – to manage the necessary aspects of planning for and delivering a mass vaccination programme across Dorset for COVID-19.
 23. In addition to the Dorset LRF command structure there is an extensive health structure from local to national level, weekly regional Response Coordinating Group meetings, a regional public health Test, Trace, Contain and Enable Group as part of the national Contain framework and a host of ministerial level briefings and meetings.

Excess Deaths

24. The local authority has responsibility for planning and preparing for and managing the response to excess deaths in the event of a pandemic. An LRF strategic level multi-agency coordination group co-chaired by BCP and Dorset Councils was stood up to oversee the management of the death management pathway which starts with death certification through death registration to burial or cremation. Membership included H M Coroner, Police Disaster Victim Identification experts, Registration Services, Bereavement Services and funeral directors.
25. As part of this process, specialist temporary facilities for the deceased were established at Poole Port and the Old Radio Station in Dorchester. Whilst stood down at the moment, these facilities could be stood up within 72 hours. The Emergency Planning Teams from both BCP Council and Dorset Council have made a significant contribution to this workstream.

Social Care

26. An LRF strategic level multi-agency coordination group chaired by BCP's Corporate Director Adult Services was stood up to oversee the safe delivery of Adult Social Care services in the county of Dorset during the pandemic. Membership included representatives from BCP and Dorset Councils, various health service bodies and care providers.
27. During March, April and May there was considerable emphasis on ensuring the care sector had access to adequate and sufficient Personal Protective Equipment (PPE) which included the coordinated distribution of stocks provided to BCP and Dorset Council under emergency arrangements, referred to as LRF PPE drops. The Government announced an Infection Control Grant scheme and BCP and Dorset Council have distributed grants to care providers and created a compliance process to ensure all care providers who wanted to accept the grant had the necessary grant qualifying conditions and arrangements in place. Care providers

in the BCP area have currently received about £6 million in the first two tranches of this grant with further payments due to be released up to 31st March 2021.

Local Outbreak Management Plans

28. In response to COVID-19 as part of the Contain framework the Government introduced the requirement for every upper tier/unitary authority to have a COVID-19 local outbreak management plan (LOMP). The plan had to be in place by the end of June and had to address how an outbreak and communication will be managed in the local area. The local outbreak management plan requirements have seen the establishing of two new groups:
- Our Dorset Health Protection Board, chaired by the Director of Public Health Dorset with officers from a range of organisations and disciplines including Emergency Planning. It meets weekly and its role is:
 - To provide strategic planning and direction for managing COVID-19 outbreaks in the Dorset and BCP Council areas through close collaboration of the Our Dorset system.
 - To provide coordinated advice, guidance and instruction to local agencies in relation to health protection measures.
 - To maintain and deliver Local Outbreak Management Plans in accordance with the national Contain framework.
 - BCP Local Outbreak Engagement Board – a Member and Executive level group to lead on public engagement and communication. This is mirrored in Dorset Council.
29. The Our Dorset Health Protection Board has produced a local suite of action cards for managing an outbreak across a range of settings and sectors including food manufacturing premises, schools, universities and language schools, hospitality, and hotels and campsites.
30. These new groups have had to be slotted into the existing complex local authority and multi-agency response structure. Emergency Planners have been engaged in developing and delivering scenario-based discussion exercises to explore the remit of these groups and how this expanded response framework can work together and communicate collectively and effectively. A diagram setting this out can be seen at Appendix 1.
31. Alongside the local outbreak management plans, under the Health Protection (Coronavirus, Restrictions) (England) (No. 3) Regulations 2020 local authorities have been given the power to close individual premises, close public outdoor places and restrict events with immediate effect if they conclude it is necessary and proportionate to do so, in order to respond to a serious and imminent threat to public health and control the transmission of COVID-19 in its area.

Dorset Civil Contingencies Unit

32. The LRF is the principal mechanism for multi-agency cooperation under the Civil Contingencies Act 2004 (CCA). The LRF is based on the Dorset Police boundary which is the same as the geographical county boundary. The LRF is not a

statutory body but it is a statutory process. It does not, however, have powers to direct its members.

33. The LRF currently delivers its collective duties against the CCA through the Dorset Civil Contingencies Unit (the CCU) which is an innovative local public sector partnership. The CCU is funded by Police, Fire, Local Authority and Health partners of the Dorset LRF. The CCU coordinates the governance of the Dorset LRF and oversees the management and delivery of the Dorset LRF programme of work.
34. Following a review last year of the CCU to consider value for money, the future of the unit and its remit, the LRF Executive Group agreed a series of recommendations, the main one of which was the development and delivery of a CCU improvement plan. Work was due to begin on this in February when the new Head of the CCU joined on a 2-year secondment. Work understandably stalled on this front as efforts had to be dedicated to COVID-19. However, an improvement plan has now been drafted and signed off by the LRF Governance Group and LRF Executive Group. The Emergency Planning and Resilience Manager has been involved in a small working group to identify the key activities required to deliver the improvement plan.
35. It is worth noting that the working relationship with the CCU has seen a significant improvement this year and things are generally far more positive. The themes and activities identified within the improvement plan are designed to improve CCU and partner relationships and delivery further.
36. The Dorset Civil Contingencies Unit has provided invaluable input and support to the Dorset LRF and the response to COVID-19 during this period.

Concurrent risks

37. Despite the ongoing response to COVID-19 the Council still has a legal duty to respond to any other incident that may occur. All Dorset LRF partners are signed up to the fundamental principle that imminent risk to life, such as a fire or flooding, trumps COVID-19 risk and therefore people have to be removed from harm's way first and foremost and then COVID-19 considerations come into play.
38. Local emergency response arrangements have been revisited and considered through the lens of COVID-19. For instance, how would we safely manage an evacuation where evacuees needed to be temporarily sheltered whilst socially distancing? PPE for staff and public have therefore been an important consideration and the emergency equipment held for evacuation has been bolstered by a supply of face coverings and hand sanitiser. Additional COVID-19 guidance for evacuation has been prepared by the Emergency Planning Team and shared across the Council.
39. The Dorset LRF mass fatalities group chaired by H M Coroner has continued to meet during COVID-19 to ensure that the capability to respond to a mass fatality incident during the pandemic continues to be maintained. There is a cross over with the excess deaths workstream and some resources and learning from recent experiences can be carried over to mass fatalities planning. The biggest challenge would be staff resilience as many of the people and organisations involved in leading the excess deaths response are the same ones that would be required to manage a mass fatality response. This is not a unique situation. This picture is

mirrored in many other places across the country. It has been flagged with Government and recognised as a capability gap in a recent national risk review.

40. The Emergency Planning Team has continued to work on the BCP severe weather response plan outlining how the Council manages its response to a range of weather risks including heatwave, extreme cold, ice and snow, and wind, rain and storms and gales. A final draft is currently out for consultation and will then go to CMB for final sign off. Work is also continuing on the new BCP flood response plan which, in a similar way, will outline the Council's response to flooding.
41. The BCP Council Protocol for the death of a senior national figure has also been reviewed in light of COVID-19 and a multi-agency exercise was held on 30th September. This was to consider the multi-agency response and how this would be managed were it to happen in the near future during the current pandemic and to highlight some of the different and/or additional challenges this may bring.
42. Awareness continues to be drawn to the risk of cyber attacks as a number of sectors, higher education in particular, have experienced successful attacks over the past couple of months. Loss of IT would complicate and frustrate massively the ability of the Council and other partners to respond at a time where reliance on IT is critical.

Resilience Governance Framework

43. A resilience governance framework for emergency planning and business continuity has been developed by the Emergency Planning Team and approved by the Corporate Management Board. The framework is an important development and sets out the roles and responsibilities of the organisation and establishes two new groups to provide oversight of and ensure delivery of corporate resilience activity. Its overall purpose is to strengthen and embed emergency planning and business continuity activity and ensure that there is a clear understanding of how these statutory duties are carried out across the Council and the reporting lines. The full detail of the resilience governance framework can be seen at Appendix 2.
44. The next step is the practical implementation of the framework and getting the groups up and running and delivering against the framework and terms of reference.

Business Continuity

45. As already referenced in the section on COVID-19, business continuity has been an integral part of the Council's response to COVID-19. Service level plans and arrangements have been put to the test for real and have continued to evolve during recent months.
46. The organisational and service level learning from the business continuity response will be embedded into future business continuity arrangements. It was recognised prior to COVID-19 that a full business continuity programme needed to be implemented across BCP Council as part of the new authority and work was underway to do so. This requirement was reinforced by an Internal Audit report into business continuity undertaken in 2019 which was only able to provide partial assurance in relation to the governance arrangements for business continuity. A

management response to the audit has been agreed and will be implemented over the next 18 months subject to the demands of the COVID-19 response

47. The resilience governance framework referenced in the preceding section is a significant step in delivering the foundations of the business continuity programme.

Emergency Response

48. During the reporting period the Emergency Planning Team has continued to maintain the various duty schemes across the Council. These have been maintained separately from the COVID-19 Gold and Silver. Thankfully there have not been many additional incidents across BCP requiring an emergency response. The two most notable incidents have been:
- A planned evacuation of the Iford Home Park in December 2019 as a result of a severe flood warning being issued. The Emergency Planning Team worked with the Environment Agency and BCP command structure to support those residents affected by this.
 - A significant fire in a derelict hotel on Gervis Road in Bournemouth on 24th September. This resulted in the evacuation of the hotels either side and 170 guests having to be moved to two nearby hotels in the early hours of the morning. A range of officers were mobilised to scene and the BCP Council command structure was activated to coordinate the Council's response.
49. Hastened by the COVID-19 pandemic, but as part of the move to new ways of working, the handover for the Duty Gold and Duty Silver phones has now been made virtual. The duty gold and silver phone numbers are diverted in the background each Thursday to the nominated mobile phone of the incoming Duty Gold and Silver. The Emergency Planning Duty Officer handover is, however, still being carried out in person for resilience purposes.

Recruitment

50. Since early March this year the Emergency Planning Team has not been at full complement and has been carrying a vacancy for the Senior Emergency Planning and Resilience Officer (SEPRO). The recruitment process had been commenced but had to be curtailed as a result of lockdown. Interviews for the post were undertaken in September and a new SEPRO should be joining the team in early November.
51. Additional experienced resource was brought in on a short-term basis for three months during the height of lockdown to focus exclusively on developing arrangements for the mortality support facility at Poole Port.

Forward Look

52. The landscape for the next six months is set to be difficult having been described nationally as 'a very challenging winter'. This is not only due to the ongoing COVID-19 pandemic, but also as a result of winter pressures from colds and flu alongside the risk of severe weather and flooding. In addition to this, the LRF has also recommenced EU transition preparation ready for January 2021.

53. The LRF command structure has been reviewed to take into account these concurrent risks and it has been agreed that there will be only one SCG and TCG and that these groups will consider all concurrent risks and work to deconflict and prioritise the response, supported by a range of sub groups as required. For instance, a key area being looked at is the potential for traffic disruption around Poole Port. The Creekmoor park and ride site had been the provisional local site for lorry holding in this situation, but this is now being used for the regional testing unit for COVID-19. Work is underway across BCP, in conjunction with Dorset Council and other partners, to explore alternative viable options.
54. A multi-agency concurrent risk tabletop exercise is being held on 21st October to provide an opportunity to work through a challenging scenario based on what may occur over the next few months.

Summary of financial implications

55. There are no direct financial implications from this report although COVID-19 and the Council's response has had a significant financial impact on the Council's budget in year and into future years.
56. The Emergency Planning Team budget is predicted to underspend by about a net £15,000 as a result of the vacant-for-six-months SEPRO post referenced above.

Summary of legal implications

57. Failure to have in place effective emergency planning or business continuity arrangements may result in the Council not meeting its statutory requirements under the Civil Contingencies Act.

Summary of human resources implications

58. There are no direct human resources implications from this report.

Summary of sustainability impact

59. There are no direct sustainability impacts from this report.

Summary of public health implications

60. Whilst acknowledging the current public health emergency posed by the COVID-19 pandemic and the Council's response to that, there are no direct public health implications from this report.

Summary of equality implications

61. There are no direct equality implications from this report.

Summary of risk assessment

62. Failure to have in place effective emergency planning and business continuity arrangements could result in the Council not being able to effectively respond to an emergency affecting Bournemouth, Christchurch and Poole or not being able to deliver critical services in the event of disruption. The potential for concurrent risks over coming months has been outlined in the main body of this report.

Background papers

None

Appendices

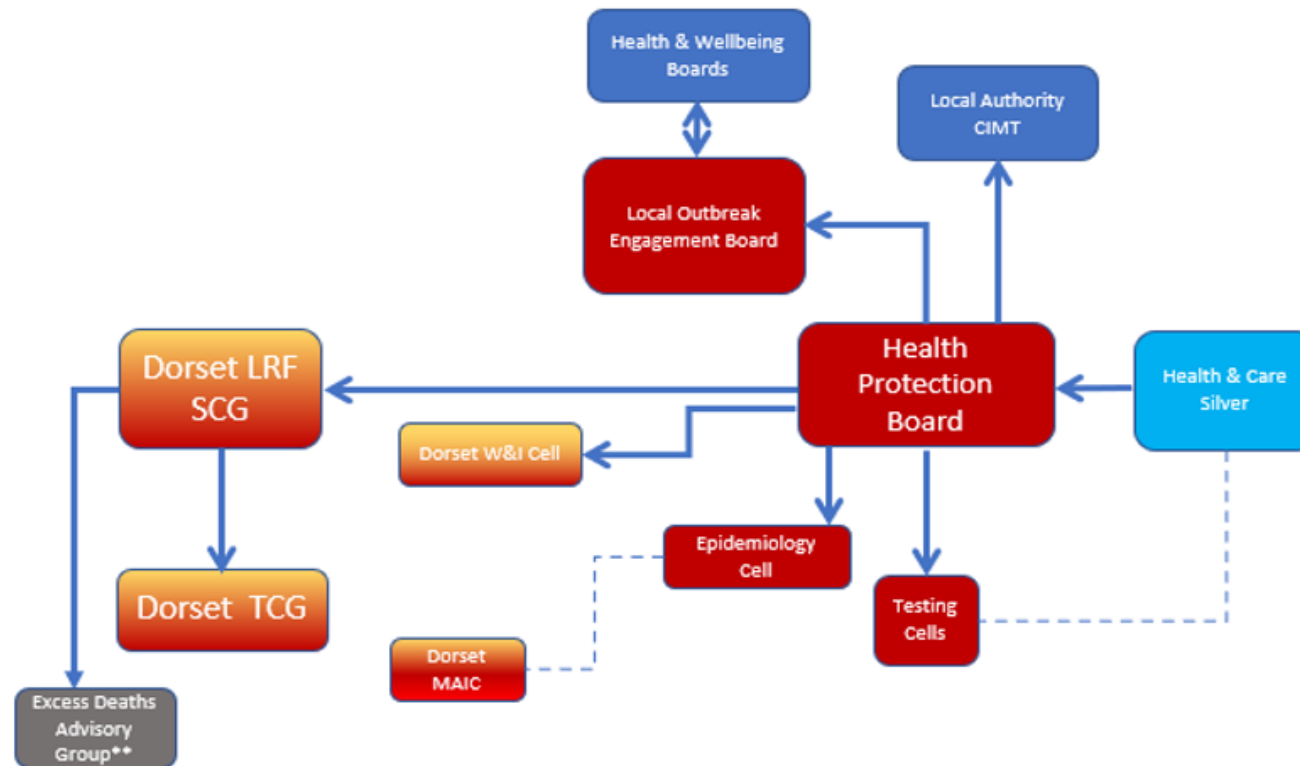
Appendix 1 – Dorset Health Protection Board Cascade Diagram

Appendix 2 – BCP Council Resilience Governance Framework

Appendix 1 – Our Dorset Health Protection Board Cascade Diagram



OUR DORSET HEALTH PROTECTION BOARD ESCALATION & CASCADE DIAGRAM



Key

- Covid-19
- EU Transition
- Health Only
- BAU
- Dormant

****EDAG is supported by Tactical and Operational Sub-Groups**

Emergency Planning and Business Continuity (Resilience) Governance Framework



Version 0.2 September 2020

Approved by CMB 15.09.20

Purpose of this document

1. The Civil Contingencies Act (CCA) 2004 places a statutory duty on BCP Council to have appropriate emergency planning and business continuity arrangements in place, to be prepared to respond to a wide range of emergencies, and to continue to provide critical functions during any disruptive incidents. This duty includes working with multi-agency partners to ensure there are joined up plans in place and that partners can come together and respond effectively when required.
2. This document sets out the governance framework for emergency planning and business continuity to be adopted by BCP Council with effect from 15th September 2020.
3. This document should be read in conjunction with the Corporate Emergency Plan, the Corporate Business Continuity Plan and the Business Continuity Strategy*.
4. The Cabinet Office non-statutory guidance to the CCA, *Emergency Preparedness and Emergency Response and Recovery* and the Business Continuity Institute *Good Practice Guidelines 2018*, aligned to the international business continuity standard, are the key reference documents underpinning activity in this area.
5. This document includes the terms of reference, including purpose and responsibilities for;
 - The Corporate Resilience Board
 - The Resilience Forum Meeting

It also provides an overview of the roles and responsibilities of:

- The Chief Executive
 - Corporate Directors
 - Directors
 - Service Managers
 - Emergency Planning and Resilience Team
 - Service/Team Representatives Responsible for Resilience
6. The Audit and Governance Committee will receive as a minimum an annual monitoring report on emergency planning and business continuity activity.
 7. The framework is intended to embed emergency planning and business continuity activity and ensure that there is a clear understanding of how these statutory duties are carried out across the Council and the reporting lines.
 8. In order to bring this governance framework to life, a comprehensive training and exercising programme for both emergency planning and business continuity will be required. This will be developed over the next 12 -18 months.
 9. The diagram on the following page shows the 'governance framework on a page' followed by the terms of reference for the various boards/meetings.

* The corporate business continuity strategy is currently under development.

Emergency Planning and Business Continuity – Governance Framework

Audit & Governance Committee (A&G)

To receive an annual report



Corporate Management Board (CMB)

Approval of plans and for escalation as needed



Corporate Resilience Board *

Who are they?

- Chief Executive / Corporate Director Environment & Community
- Service Directors
- Head of Audit and Management Assurance
- Emergency Planning and Resilience Manager
- Emergency Planning and Resilience Team representatives, as appropriate
- Technical representatives from key areas such as IT, HR

What do they do?

Provide strategic oversight of the Council's emergency preparedness, resilience and response arrangements and thereby ensure the Council is meeting its statutory responsibilities for Emergency Planning and Business Continuity in line with the Civil Contingencies Act.

How often do they meet?

Twice a year



Resilience Forum meeting

Who are they?

- Head of Audit and Management Assurance
- Emergency Planning and Resilience Manager
- Emergency Planning and Resilience Officers
- Service/Team Representatives responsible for Resilience
- Technical representatives from key areas such as ICT, Comms, Insurance, FM

What do they do?

Delivery group and co-ordination of EP & BC activity ensuring a joined-up approach to resilience. Share best practice

How often do they meet?

Quarterly

* In times of response, the Corporate Incident Management Team (CIMT) fulfils the role of the Corporate Resilience Board.

Corporate Support

Who are they?

- Emergency Planning and Resilience Team
- Audit & Management Assurance

What do they do?

- Offer professional and expert advice, guidance and support
- Provide assurance (compliance work) separate from those responsible for delivery
- Support the Council's command structure

Strategic Direction

Operational Direction

Terms of Reference

Corporate Resilience Board

1. Purpose

To provide strategic oversight of the Council's emergency preparedness, business continuity and resilience, and response and recovery arrangements.

2. Responsibilities

- a. Ensure the Council is meeting its statutory responsibilities with regard to the seven statutory duties placed on the Council under the Civil Contingencies Act 2004.
- b. Ensure the Council is compliant with its statutory duties in relation to the Radiation (Emergency Preparedness and Public Information) Regulations 2019 (REPPPIR), Control of Major Accident Hazards 2005 (COMAH) and Pipeline Safety Regulations 1996 (PSR).
- c. Monitor resilience activity in line with the Emergency Planning and Business Continuity (Resilience) Governance Framework and provide a strategic platform for resolving any non-compliance issues.
- d. Direct the resilience work programme, monitoring progress and ensuring organisational 'buy-in' where required.
- e. Monitor the appropriate implementation, review, testing and exercising of emergency and business continuity plans and planning across BCP Council.
- f. Ensure key issues and risks highlighted by the Local Resilience Forum, with specific relevance to the BCP Council area, are appropriately addressed.
- g. Consult upon and approve, where appropriate, emergency and business continuity plans and procedures.
- h. Monitor emergency and business continuity response activity, review post-incident debrief reports and ensure progression of any post-incident debrief learning.
- i. Ensure relevant legislation is considered, national guidance is reviewed, and lessons identified from significant incidents are considered to identify good practice, using these as a basis for developing and improving existing arrangements and strategy.
- j. Provide a steer for future emergency planning and business continuity management activity.
- k. Promote a culture of resilience across the organisation.

- l. Ensure there are appropriate arrangements for staff welfare in place to support staff and parties working on behalf of the Council during both the planning and preparedness and response phases including appropriate wellbeing awareness and training.
- m. Mobilise task and finish groups to look at particular issues in more detail.
- n. Direct any other activity commensurate with the aim of the group.
- o. Refer such matters as considered appropriate to the Corporate Management Board.

3. Accountability and Reporting

At each Board meeting the Head of Audit and Management Assurance will present a quarterly report including a dashboard of preparedness across the Council.

The Board will escalate issues to CMB.

4. Membership

Membership is outlined as follows:

Name	Board Role
Chief Executive	Chair
Corporate Director Environment & Community	Deputy Chair
Director Finance	Lead Resilience Service Director
Directors (or their delegate)	Service level representative
Head of Audit & Management Assurance	Management Assurance
Emergency Planning and Resilience Manager	Emergency Planning and Business Continuity advice, guidance and assurance
Emergency Planning and Resilience Officers (as required)	Emergency Planning and Business Continuity advice and guidance
Insurance & Risk Manager	Key Function – Insurance
Facilities Management	Key Function – Facilities management
XXX	Key Function – ICT/Disaster Recovery
XXX	Key Function - Corporate Communications
XXX	Key Function – Learning and Development
XXX	Key Function – HR & OD and wellbeing
XXX	Key Function – Customer Services
TBC	Minute Taker

Directors are expected to fully embrace the responsibility of the Board. If they are unable to attend a meeting, they are required to find a suitable deputy to attend on their behalf and update them prior to the meeting.

5. Meeting frequency and administration

The BCP Council Corporate Resilience Board will meet twice a year and meeting dates will be published well in advance on the BCP Council intranet pages or MS Teams. Wherever possible, meetings shall not be cancelled or postponed (except in exceptional circumstances). If any attendees cannot attend, then they will nominate a deputy to attend in their place.

Agenda items will include:

- Actions from last meeting
- Progress reports including a status dashboard
- Thematic presentations, e.g. national fuel planning arrangements
- Escalated issues and matters of non-compliance

Agenda items and papers will be emailed to all attendees and copied to corporate directors prior to each meeting.

Key notes, decisions and actions will be circulated to attendees after each meeting in a timely fashion.

6. Chair

The Board will be chaired by the Chief Executive (or Corporate Director Environment and Communities - Deputy Chair).

Resilience Forum Meeting

Purpose

To act as a delivery group and provide a focal point for emergency planning and business continuity planning and activity across the organisation, sites, directorates and services to ensure there are co-ordinated, complementary and consistent arrangements in place.

Responsibilities

- a. Develop pan-organisational working to enable cross-cutting discussions and the development of effective co-ordinated and consistent service and corporate emergency planning and business continuity planning arrangements and capabilities.
- b. Oversee the dissemination of central emergency planning and business continuity information to help increase knowledge and understanding across the organisation.
- c. Receive updates from services and teams on the status of service/team level emergency and business continuity plans, training and exercising.
- d. Ensure debriefs of BCP incidents are undertaken, any relevant learning is

considered, and appropriate recommendations are proposed.

- e. Provide a forum for directorates and services for the discussion of the issues surrounding emergency planning, business continuity and wider resilience issues, and the sharing of good practice and its implementation across BCP Council.
- f. Coordinate emergency planning and business continuity awareness raising and training.
- g. Help promote a culture of resilience across BCP Council.
- h. Make recommendations to the Corporate Resilience Board and keep them up to date with progress reports ensuring areas of concern are highlighted.

Accountability and reporting

The Resilience Forum meetings are accountable to the Corporate Resilience Board. It will report on progress and escalate any issues.

Meeting frequency and administration

The Resilience Forum will be held quarterly. The minutes of the meetings will be shared with attendees and publicised on the corporate emergency planning and business continuity pages of the BCP intranet or via MS Teams.

Agenda items and papers will be emailed to all attendees prior to each meeting. Key notes, decisions and actions will be circulated to attendees after each meeting in a timely fashion.

Membership

- Head of Audit and Management Assurance - Chair
- Emergency Planning and Resilience Manager
- Emergency Planning and Resilience Officer(s)
- Service/Team Representatives for Resilience
- Technical representatives
 - Insurance & Risk Manager
 - Facilities Management
 - IT
 - HR
 - Learning and Development
 - Corporate Communications
 - H & S

- Fire Safety
- Procurement
- Legal
- Customer Services (office hours)
- Out of hours – call centres
- Site representatives (as appropriate)
 - Bournemouth Town Hall
 - Christchurch Civic Centre
 - Poole Civic Centre
 - BLC
- Note taker – admin support TBC

Roles and responsibility of members

- To attend at least 75% of meetings.
- To feedback to service directors/service/team following Resilience Forum meetings
- To undertake duties in line with the Service/Unit/Team Representatives Responsible for Resilience role, as appropriate
- To promote a positive culture of emergency planning and business continuity
- To complete identified actions within the agreed timescales

Roles and Responsibilities

Chief Executive (Tier 1)

The Chief Executive has overall responsibility for resilience across the Council under the Civil Contingencies Act.

Corporate Director for Environment and Communities (Tier 2)

The Corporate Director Environment and Communities is the formal deputy chair of the Corporate Resilience Board.

Corporate Directors (Tier 2)

Corporate Directors have delegated responsibility for planning for and responding to emergencies and ensuring organisational and directorate level resilience and compliance with the legislation. They are responsible for ensuring there are appropriate emergency and business continuity plans and procedures in place across their directorate.

All Corporate Directors are to ensure that their Directorate/services within their directorate carry out at least one business continuity and/or emergency scenario exercise per year and undertakes periodic training and exercising in line with corporate training and exercising requirements.

Service Directors (Tier 3)

Directors have delegated responsibility for planning for and responding to emergencies and ensuring organisational and service level resilience and compliance with the legislation. They are responsible for ensuring there are appropriate emergency and business continuity plans and procedures in place across their service.

Directors are to ensure that their Service carries out at least one business continuity and/or emergency scenario exercise per year and undertakes periodic training and exercising in line with corporate training and exercising requirements.

Directors are responsible for ensuring that appropriate Service/Team Representatives responsible for Resilience and technical representatives are nominated and carry out their function as set out in this framework.

Service Managers (Tier 4)

Service Managers are directly responsible for ensuring their service unit has appropriate and robust emergency and business continuity plans in place in order to deliver their services in the event of an emergency. This may, for instance, be a 'business as usual' type response in the face of predicted severe weather or an emergency response to a more unforeseen, unprecedented situation.

The Emergency Planning and Resilience Team

The Emergency Planning and Resilience Team is the Council's corporate team of professional emergency planning and business continuity specialists. The team supports management who are responsible for emergency planning and business continuity for the Council.

The Emergency Planning and Resilience Manager leads a team of officers responsible for:

- Provision of professional emergency planning and business continuity advice, support and guidance to the organisation;
- Ongoing development and maintenance of corporate emergency and business continuity plans and arrangements;

- Provision of a 24/7 on-call duty officer (Emergency Planning Duty Officer - DO) who is the first point of contact for the authority in an incident or emergency and will coordinate the response.
- Working with local responders to develop multi-agency plans, share information and foster good working relationships and co-operation during emergency response;
- Ensuring effective multi-agency working including appropriate representation at and participation in Local Resilience Forum standing groups and capability groups and cooperation with the Civil Contingencies Unit in support of the LRF;
- Working with teams and services across the Council to develop the Council's response capabilities in line with the risks identified through the Community Risk Register;
- Provision of specialist advice and support to Council directorates to enable Council wide compliance with the Civil Contingencies Act, 2004;
- Supporting the corporate business continuity management programme.
- Working with individual service areas to ensure consistency between corporate and service level emergency and business continuity arrangements;
- Promotion of business continuity planning and general emergency preparedness to communities, the voluntary sector and businesses;
- Development and/or delivery of training and exercising programmes both internally and with external organisations;
- Representing Council resilience related interests at specific risk groups or national and regional resilience groups.
- Administering the corporate duty gold, silver and duty officer schemes
- Providing professional subject matter expertise to the Council and the command structure during an incident
- Ensuring the Council is compliant with its statutory duties in relation to REPPIR, COMAH and PSR.

Service/Team Representative Responsible for Resilience

Each service/service area/team has a Service/Team Representative Responsible for Resilience and one or more deputies. Their function is to be the first point of contact for their service/service unit/team on emergency planning, business continuity and resilience matters in support of the service manager. Ultimately responsibility for business continuity planning rests with individual service managers.

The role of the Service/Team Representative Responsible for Resilience is:

- To work with the Emergency Planning and Resilience Team to ensure that the service/service unit/team is prepared to respond to a range of emergencies and business disruptions including identifying and arranging training for, and exercising of, appropriate staff.
- To ensure new staff receive a general brief on emergency planning and business continuity when starting.
- To be aware of the roles and functions of other departments and external agencies in an emergency.
- To ensure that emergency planning is understood and applied throughout the service and to ensure that senior management is engaged and that sufficient resources are allocated to undertake the tasks identified.
- To follow up with the Emergency Planning and Resilience Team incidents involving the service to identify lessons learned for future actions.
- To support the service in the recovery process.
- To ensure that service contact lists are maintained and reviewed on a regular basis.
- To support managers with their Business Impact Analysis (BIA), encourage detailed business continuity planning via individual service level plans and ensure these are updated as necessary.
- To be aware of all plans in which the service plays a part and contribute to their review as requested.
- To attend internal BCP Resilience Forum meetings to represent the service/service unit/team.
- To provide a link with the service/service unit/team manager and provide feedback to the service/service unit/team following BCP Resilience Forum meetings.
- To attend the BCP Incident Management Team during an emergency or internal

business continuity incident, as appropriate;

- To ensure that their service level response is reported via a sitrep or other requested means during an emergency.
- To ensure that their service status is reported via a sitrep or other requested means during an internal business continuity incident.