

BUSINESS CONTINUITY POLICY

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NORFOLK
CONSTABULARY



SUFFOLK
CONSTABULARY

BUSINESS CONTINUITY

Owning Department: Specialist Operations Command

Department SPOC: Business Continuity Manager

Risk Rating: Medium Low

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Legal Basis

Legislation specific to the subject of this policy document:

- Civil Contingencies Act (CCA) 2004

Other relevant legislation which you must check this document against (required by law)

- Human Rights Act 1998 (in particular A.14 – Prohibition of discrimination)
- Equality Act 2010
- Crime and Disorder Act 1998
- Health and Safety at Work etc. Act 1974 and associated Regulations
- General Data Protection Regulation (GDPR) and Data Protection Act 2018
- Freedom of Information Act 2000
- The Civil Contingencies Act 2004

Other documentation which you must check this document against:

- College of Policing – Code of Ethics
- Norfolk and Suffolk Constabularies' Standards of Professional Behaviour

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- College of Policing – Authorised Professional Practice

Other related documents

- Business Continuity Management - Emergency Preparedness (Home Office March 2012)
- International Standard for Business Continuity ISO 22301

1. Introduction

- 1.1 The Civil Contingencies Act (CCA) 2004 places a duty on the police, as a Category 1 responder, to produce business continuity plans to ensure they can continue to carry out their civil protection functions and maintain critical services in the event of an emergency.
- 1.2 This policy is based on standards defined by the Civil Contingencies Act 2004, Chapter 6 Business Continuity Management Emergency Preparedness (Cabinet Office March 2012), and the International Standard for Business Continuity ISO 22301.
- 1.3 Implementation of this policy is the responsibility of Policing Commanders and Departmental Heads. It applies to all police officers, police staff, special constables and volunteers and may also affect stakeholders, suppliers and contractors.
- 1.4 The procurement process for business-critical service contracts will include an assessment of the contractors' own business continuity arrangements to ensure contractors are able to deliver an acceptable level of service in the event of their own operations being compromised.
- 1.5 Business Continuity plans must be completed by all departments/units that directly or indirectly support the delivery of Norfolk and Suffolk Constabularies' core functions.
- 1.6 Specific roles and responsibilities are identified at the end of this document.

2. Statement and Purpose of Policy

- 2.1 The purpose of this policy is to ensure that, in the event of any disruption of service, critical core police functions continue to perform to an acceptable level of service and recovery from disruption is both timely and effective.
- 2.2 This policy has been formally agreed via the approved policy development/review process. It will be maintained by the Specialist Operations Command in conjunction with the Central Policy Unit.
- 2.3 The policy is intended to promote equality, eliminate unlawful discrimination and actively promote good relations regardless of age, disability, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation, economic or family status.
- 2.4 Managers have a responsibility to ensure this policy is applied fairly, and unless otherwise stated, all policies and procedures are non-contractual.

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3. Applicability

- 3.1 Unless otherwise stated, this policy applies to all police officers (including officers of the Special Constabulary) and all members of police staff (including police support volunteers).

4. Business Continuity and Business Continuity Management (BCM)

- 4.1 **Business Continuity** is the strategic and tactical capability of the organisation to plan for, and respond to, incidents and business disruption in order to continue business operations at an acceptable predefined level.
- 4.2 **Business Continuity Management** provides the strategic framework for improving an organisation's resilience to interruption. Its purpose is to facilitate the recovery of key business systems and processes within agreed timeframes, while maintaining the delivery of Category 1 responder's identified critical core functions. It assists organisations to anticipate, prepare for, prevent, respond and recover from disruptions, whatever their source and whatever aspect of the business they affect.
- 4.3 It is important not to confuse Business Continuity Management with operational response to major incidents or Disaster recovery. Business Continuity Management focuses on internal issues to maintain organisational abilities, whereas response to major incidents focuses on external events.

5. Business Continuity Management Process

- 5.1 Business Continuity is based upon the ISO business life cycle "Plan-Do-Check-Act" model.
- 5.2 The model recommends a series of actions which will assist in an effective BCM management programme.
- 5.3 For a summary of the "Plan-Do-Check-Act" model - see Appendix A .

6. Objectives

- 6.1 The primary objective is to manage business disruptions in a way that reduces impact on the organisation to an agreed acceptable level. To achieve this, both Norfolk and Suffolk Constabularies will:
- Manage any crisis arising from serious disruption to our business continuity and the consequence of any such crisis.
 - Ensure continuation of critical core functions.
 - Manage a return to 'normality'.
 - Identify lessons learnt from any disruption and/or exercise.
 - Protect image and reputation.
 - Improve processes.

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- Strengthen ability to deal with internal/external disruptions to our key services and critical activities; and
- Raise business continuity awareness within the organisation.

7. Critical Core Police Functions

7.1 The following core functions have been identified as critical - those which must be maintained/restored in the event of a serious disruptive event:

- Maintaining a system of command, control and communication - (for example answering 999 calls, Contact and Control Room (CCR), deploying to Grade 'A' calls, etc).
- Saving life, securing public safety and maintenance of public order (for example mobile patrols, visible presence).
- Containing an emergency, preventing escalation or spread.
- Maintaining an ability to investigate crime ensuring that the continued support of the public in the rule of law.
- Dealing with prisoners and supporting the Custody / Criminal Justice Process.
- Dealing with major or critical incidents - investigating and detecting crime.
- Protecting the health, safety and welfare of Police Staff and Officers.
- Assisting other agencies in response and recovery operations.

7.2 Activities that service the above critical core functions are identified through the Business Impact Analysis process, see below.

8. Business Impact Analysis

8.1 All Business Continuity Plans must be based on a Business Impact Analysis (BIA). Business Impact Analysis is the process of analysing business activities and the effect that a business disruption might have upon them. The process requires all activities to be prioritised based on a threat and risk assessment. Each critical activity identified in this process requires a recovery time to be set and resources and interdependencies to be recorded.

8.2 A business impact assessment template is available from the Business Continuity Manager to assist in the collection of information required for the Business Continuity Plan. When complete, the template should be kept with the Business Continuity Plan as supporting documentation.

8.3 All police officers and staff are advised to be familiar with the National Decision Model and to use the model, as appropriate, throughout the business impact analysis and recovery process.

8.4 Each of the following areas must be examined prior to compiling a business continuity plan:

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Identify Critical Activities

- 8.5 These are the key activities that contribute to the achievement of one or more of the critical core functions listed in Section 7.

Determine Impact of Disruption

- 8.6 The impact of disruption for each critical activity should be considered in terms of the ability to deliver core critical functions, and the impact on stakeholders. The maximum tolerable period of disruption (MTPD) should be established and the minimum staffing levels required to maintain the activity.

Risk Assessment

- 8.7 The risk assessment process identifies risks, the level of impact and the likelihood that the risk will occur. The following areas should be considered when carrying out a risk assessment:

- Premises;
- IT/Communications;
- People/Staff;
- Third Party Suppliers.

- 8.8 For guidance on risk assessment, please see joint procedure on Risk Management or contact the Risk Manager.

Senior Management Team Strategy

- 8.9 Based on the risk assessment, the Senior Management Team will consider the activities and risks identified and will decide whether or not to agree the proposed approach/strategy to protect the critical activities.

Recovery and Resource Profile

- 8.10 In line with the Senior Management Team Strategy, the MTPD must be identified by ascertaining the:

- Maximum time period after the start of the disruption within which each activity needs to be resumed;
- Minimum level at which each activity needs to be performed upon resumption;
- Length of time within which normal levels of operations need to be resumed;
- Resources that will be required to achieve this.

Further information is available from the Business Continuity Manager.

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9. Plans

Business Continuity Plan (Silver)

- 9.1 Local Policing Commands (LPCs) / Departments that deliver critical activities are required to compile their own Business Continuity Plans, under guidance from the Business Continuity Manager. Those LPCs/Departments are responsible for identifying potential risks and vulnerabilities that may exist, assessing those risks and identifying a planned response to potential critical activity disruption. Redeployment to a fall-back location due to an unexpected business continuity event may be required. When determining the locations of the fall-back venues and working arrangements, the plan owners / leads should take into account the needs of individual Police Staff employees and groups of employees.
- 9.2 Staff with disabilities, whether physical or non-physical, may not be able to move to other premises for a variety of reasons, including equipment not being available or the building being unsuitable. In this scenario, the individual line managers for the team / department required to utilise their fall-back premises, will discuss with the staff member(s) and, in consultation, assess their needs to facilitate their business continuity.
- 9.3 Silver plans are written to an agreed established template available from the Business Continuity Manager.
- 9.4 Each LPC/Department must have a Business Continuity Lead (BCL) nominated by the Local Policing Commander/Departmental Head. That person will be the single point of contact with support from the Business Continuity Manager. It is the responsibility of Policing Commanders/Departmental Heads to notify the Business Continuity Manager of newly appointed Business Continuity Leads/Plan Owners.
- 9.5 In addition, there will be a Plan Owner for each LPC/Department. The Plan Owner will be responsible for ensuring that their Silver Plan is published on time, updated where necessary and validated within a planned exercise schedule. The BCL and Plan Owner for an LPC/Department can be the same person. Training will be provided to the BCLs and Plan Owners by the Business Continuity Manager.
- 9.6 Once the Silver Plans are created, they need to be approved by the Plan Owners' Local Policing Commander/Departmental Head. Once signed-off/approved they will be distributed via the Business Continuity Manager, who will undertake corporate responsibility for their co-ordination and collation, as well as introducing a quality assurance element to the process.
- 9.7 Silver Plans must cater for any staff working from home. Staff and line manager(s) should be aware of the Business Continuity control measures in place to enable them to continue delivering their activities in the event remote access fails.
- 9.8 Silver Plans feed into the 'Gold' level Crisis Management Plan.

Crisis Management Plan (Gold)

- 9.9 A Crisis Management Plan is activated in the event of serious disruption (affects more than one business area) and a Crisis Management Team convened.

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9.10 The Crisis Management Plan is developed and owned by the Business Continuity Manager.

Loss of Premises Plan

9.11 Police premises, identified by the Estates Department as Tier 1 or Tier 2, will have a "Loss of Premises plan". The owner of these plans will be the Estates Department, however the plans will be retained and updated by nominated staff at the premises for their use/reference.

9.12 Norfolk Constabulary and Suffolk Constabulary each have their own respective plan/strategy: -Norfolk Estates Plan 2022 – 2025 and Suffolk Estates Strategy 2022 – 2025.

9.13 Where there is a loss of PFI premises, the PFI provider must provide a reinstatement plan(s) to Norfolk/Suffolk Facilities and Estates Department, and undertake such actions to complete the plan, within the agreed timeframes.

Third Party Suppliers

9.14 Where any critical core functions are reliant on third party suppliers, 7F Commercial Services will grade those contracts as 'high risk' to the Constabularies based on the advice received from business owners. Any tender process should ensure that third party suppliers have the necessary business continuity plans in place.

9.15 Departmental business owners will need to ensure they advise 7F Commercial Services of the business continuity measures they require being in place. Example definitions of potential 'high risk' areas are provided on the Contract Planning and Control Document.

10. Invocation of Plans (See Appendix B)

10.1 The individual who discovers or receives information about a situation that could result in a critical disruption during office hours, should notify the Plan Owner, the Business Continuity Manager and relevant CCR Inspector (contact details available in the Business Continuity Plan). If out of office hours, the On-Call Superintendent Cadre (Suffolk) and On Call Day or Night Silver (Norfolk) should be contacted via CCR Inspector.

10.2 The trigger for invocation of the plan(s) will be an event which causes one or more of the following:

- Total or partial loss of any workplace.
- Total or partial loss of any electrical power / computer systems / telephony.
- Total or partial loss of personnel.
- Significant interruption to supplies (e.g. fuel for vehicles / generators).

10.3 When one or a combination of events occurs, which results in one or more of the consequences outlined above, the Local Policing Commander/Departmental Head, will decide whether or not to activate their Silver Plan. Upon activation of

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the Silver plan, the Plan Owner will immediately convene its Continuity Recovery Team (CRT).

- 10.4 In addition, the Local Policing Commander/Departmental Head, when deciding upon activation, will assess the disruption of the event and its impact or likely impact on other Business Continuity Plan owners. Where it is apparent that the disruption will impact on other plan owners, the Local Policing Commander/Departmental Head will notify the relevant Recovery Manager (DCC) and the Head of Operational Planning, Joint Specialist Operations Department, as soon as practicable.
- 10.5 The Recovery Manager will take command, invoke the Gold Plan and activate a Crisis Management Team (CMT) who will provide strategic co-ordination for the actions of the Silver Plan Owners.
- 10.6 Where the disruption can be contained within the business area with little or no impact on other plan owners, the disruption will be managed by the LPC/Department's own CRT.

11. Post-Event Actions

11.1 On conclusion of an event/situation resulting in the invocation of a Plan, and the return to normality, the BCL/Plan Owner will ensure that all personnel and internal/external partners are informed.

11.2 They will also:

- Conduct an internal investigation into the cause.
- Identify lessons learned via police officers and staff debriefing.
- Review and update the Plan (updated plans should be forwarded to the Business Continuity Manager).
- Send concluding report within 14 days of the resolution of the event to the Business Continuity Manager.

12. Embedding of Business Continuity Management

12.1 All staff, police officers and volunteers have a role to play in the effective embedding of Business Continuity Management into the culture of both Norfolk and Suffolk Constabularies.

12.2 When new initiatives are in the planning stage, early consultation with the Business Continuity Manager is essential to ensure business continuity is considered and built into the project/development.

12.3 The Business Continuity Manager will give an overview of Business Continuity Management at newly promoted sergeants and supervisors courses.

12.4 Local Policing Commanders/Departmental Heads should seek to develop a business continuity management culture by:

- Giving proactive support to the BCM process.

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- Encouraging training and awareness in BCM.
- Ensuring ownership of BCM.
- Demonstrating a commitment to the programme of maintenance, review and testing of the BCM plans.
- Communicating the importance of BCM to all staff and their roles and responsibilities; and
- Including a Business Continuity standing item on Command Team meeting agenda.

13. Training, Exercises and Reviews

13.1 Training will be provided to BCLs and Plan Owners by the Business Continuity Manager.

13.2 It is the responsibility of Policing Commanders/Departmental Heads to notify the Business Continuity Manager of newly appointed BCLs/Plan Owners.

13.3 Business Continuity Plans are to be exercised and reviewed at least annually in order to validate them. Plans will be exercised during June/July and reviewed in November/December. Each Plan Owner is responsible for exercising and reviewing their plan, under the guidance of the Business Continuity Manager.

13.4 Any amendments to Silver or Loss of Premises Plans will be sent to the Business Continuity Manager for the master (electronic) copy to be updated.

14. Security of Plans

14.1 The content of Loss of Premises, Silver and Gold plans provide a comprehensive overview of the police response to a serious disruptive event and would allow unauthorised persons to plan a course of action that could place police personnel and the public at risk. Therefore, the plans are protectively marked as 'OFFICIAL SENSITIVE' and should not be released into the public domain.

15. Storage/Availability of Plans

15.1 Each Plan Owner will store a hard copy and electronic copy of their own plans. They must ensure the most up-to-date version is available and old versions destroyed.

15.2 A copy of all Business Continuity Plans will be kept by the respective CCR to enable access out of office hours.

15.3 The master electronic copy of all plans will be retained by the Business Continuity Manager, Joint Specialist Operations Department.

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16. Roles and Responsibilities

Role	Responsibilities
Respective DCC (Norfolk/Suffolk) Recovery Manager (DCC)	<ul style="list-style-type: none">• Ensure that service areas respond accordingly to the requirements of the process.• Ensure there is a consistency to high-level decision making, if required.• Command of Gold Crisis Management Team
Business Continuity Manager	<ul style="list-style-type: none">• Work with Plan Owners to ensure plans are in place.• Monitor and benchmark the testing of Business Continuity Plans on an annual basis.• Provide training and professional advice to support the development, implementation and testing of Business Continuity Plans.• Be responsible for ensuring that any lessons learned from testing or activation of any Business Continuity Plans are shared with other BCLs and Plan Owners.
Policing Commanders/ Departmental Heads	<ul style="list-style-type: none">• Identify BCL/Plan Owner.• Notify Business Continuity Manager of new BCLs/Plan Owners.
Plan Owner	<ul style="list-style-type: none">• Conduct Business Impact Analysis• Produce effective Business Continuity Plans.• Ensure Business Continuity Plans are available to support the delivery of core policing functions during a disruption.
Business Continuity Leads (BCL)	<ul style="list-style-type: none">• Review Business Continuity Plans at least annually.• Exercise and evaluate Business Continuity Plan(s) at least once a year, amending as required.
Risk Management	<ul style="list-style-type: none">• Assist BCL/Plan Owner with Business Impact Analysis.• Liaise with Insurers.

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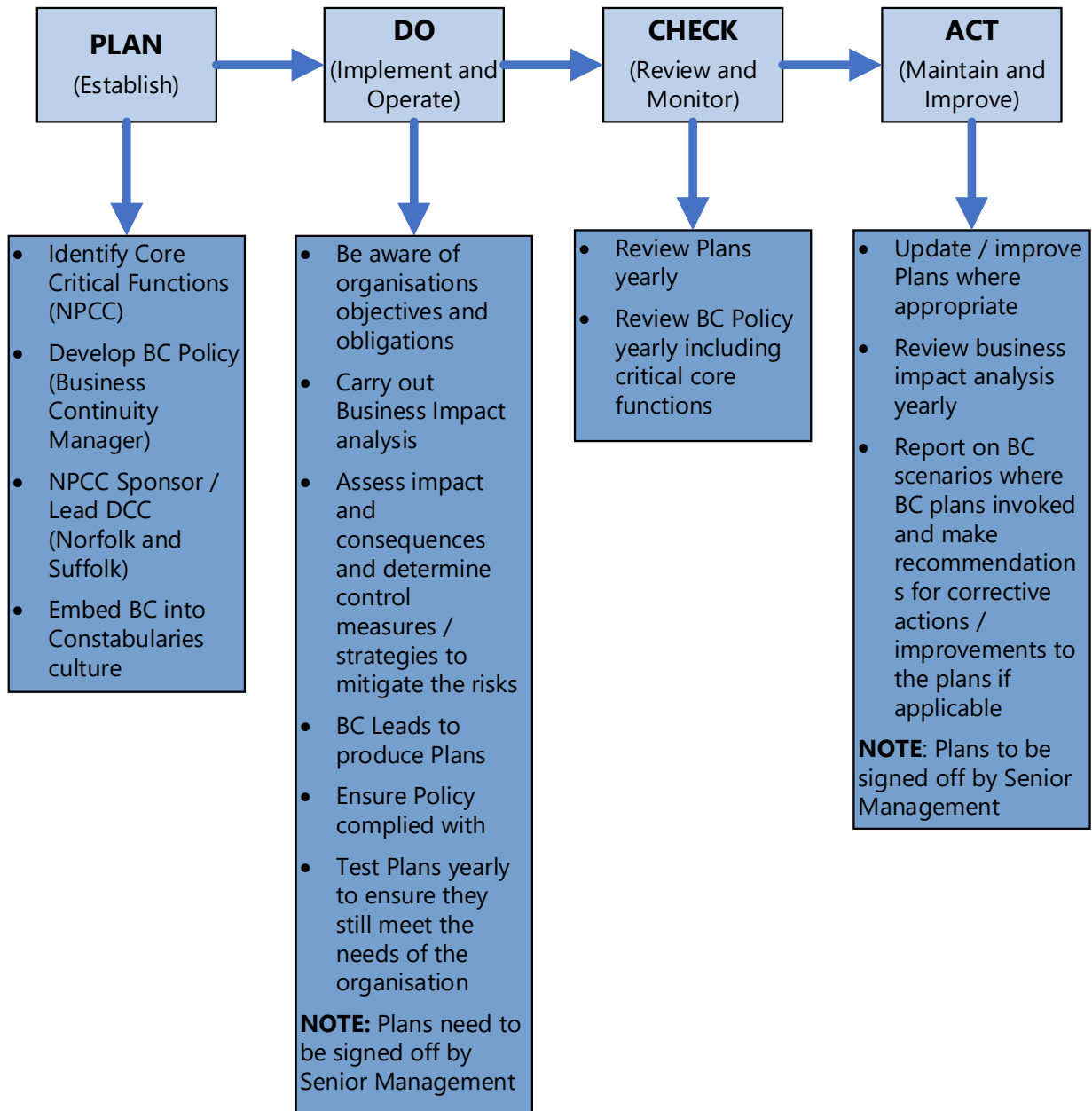
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Appendix A: Flowchart – Business Continuity Management Process

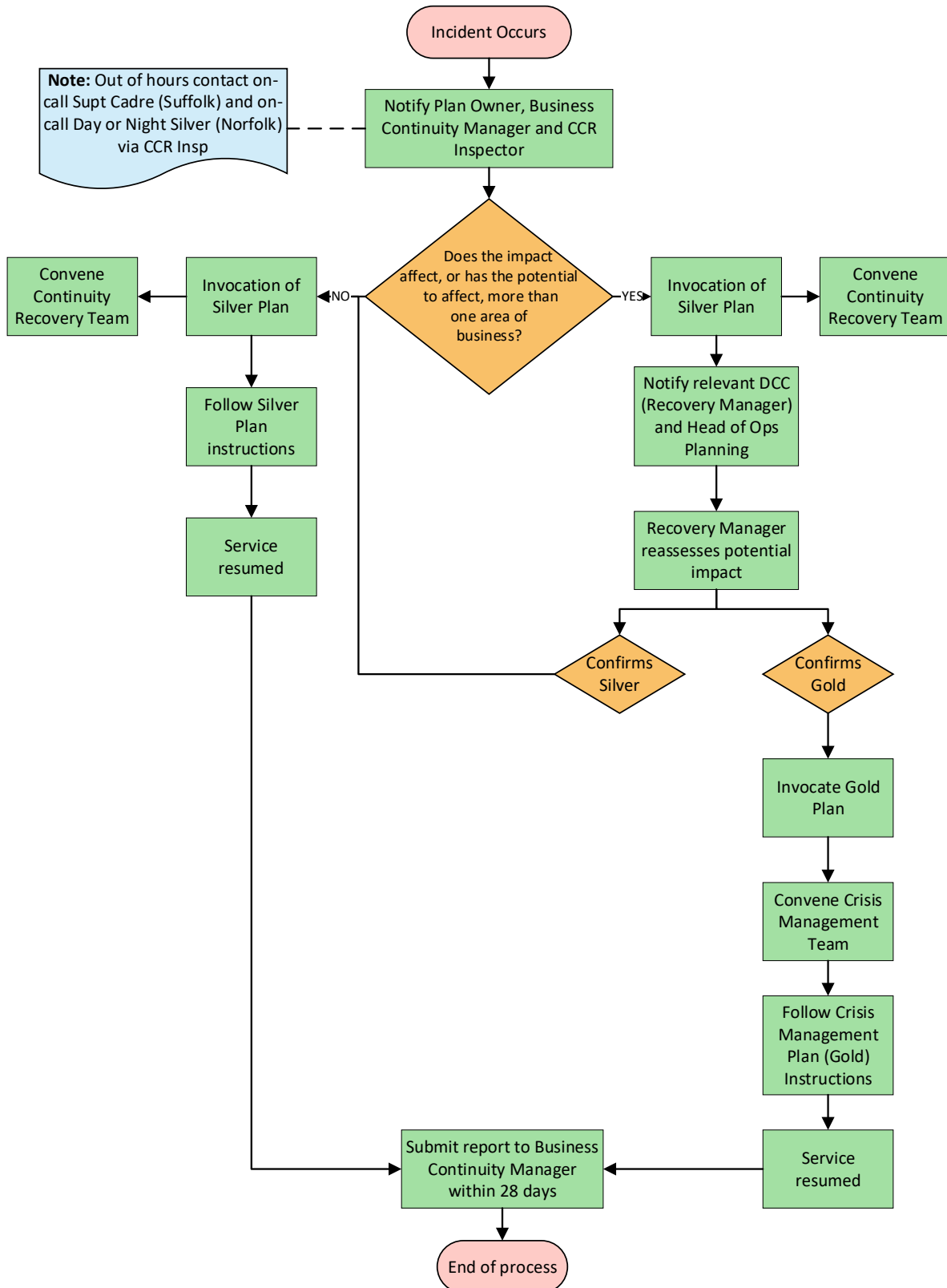


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Appendix B: Flowchart - Invocation of Plans

Please Note: If one team is impacted the left hand section should be followed, if more than one team is impacted the right hand section should be followed which indicates that the DCC must be notified.



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Appendix C: Ask Don't Task



Police staff employees are a valuable part of our police family, undertaking key operational roles across Norfolk and Suffolk Constabularies. They are employed in the community, Custody, the Control Room and a number of specialist departments.

In the event of a significant operational incident, police staff will play a major role in the Constabularies response.

'Ask don't Task'

Unlike Police Officers, who work to regulations and are expected to respond if given a lawful order, police staff are employees whose terms and conditions are governed by the Police Staff Council Handbook and employment law.

The current handbook, which came into effect on 1st April 2017, removes any reference to police staff being 'required' to work and police forces must now seek the agreement of police staff to work additional hours or on a day not originally planned / scheduled.

Requiring police staff to work is not only a breach of their terms and conditions of employment; it may also damage working relationships and morale.

How to Ask?

It is good practice to speak to your police staff colleagues in advance about how your department might respond in the event of an operational incident. Find out which staff might be willing and able to work additional hours at short notice and which have restrictions on their availability and the support that they can offer over and above their contractual hours. Identify how best to contact people out of hours and what telephone numbers they are happy to be contacted on.

If you are required to contact staff to ask them to work additional hours or on a day not originally planned / scheduled, remember to explain the operational requirement and seek their agreement to work.

Pay

When asked to work on a day not originally planned or scheduled staff may ask what additional payments they are entitled to. Full details of entitlements are included in the police staff handbook but in summary:

- Staff who work in excess of 37 hours a week will be paid for each additional hour worked at the appropriate overtime rate. Part time staff will be paid at plain time up to 37 hours.
- For work on a day not originally planned / scheduled, **with less than five days' notice**, staff will receive payment at the appropriate overtime rate and TOIL for all hours worked.
- For work on a day not originally planned / scheduled, **with more than five days' notice**, staff will receive payment at the appropriate overtime rate or TOIL for all hours worked.

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