

Surrey County Council  
**Corporate Resilience Policy**  
2014

**Document Control**

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**Authorising signature:**

**Susie Kemp**  
Assistant Chief Executive

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This Policy was signed off by the Assistant Chief Executive on 20 December 2013. A signed copy is held by the Emergency Management Team in Room 194, County Hall.

**Distribution**

The Corporate Resilience Policy is published on the County Council intranet (S::Net) Emergency Management section and public website and can be provided in other languages and Braille on request so that all persons working for or on behalf of the organisation have access to this document.

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## 1.0 Introduction, purpose and objectives

- 1.1 Surrey County Council has the duty to provide various services to the communities of Surrey and other partner organisations. Many of these duties are set by legislation and other duties come from common law. Many have a direct impact on the health and quality of life of the residents of Surrey.
- 1.2 The Civil Contingencies Act 2004 places a duty on Surrey County Council to ensure critical services are resilient in order to respond to disruptive events.
- 1.3 The purpose of this policy is to ensure the following objectives are met:
- (a) That Surrey County Council has a planning process in place that encompasses **anticipation, assessment, prevention** and **preparation**, so that we are ready to deal with rapid increased demands for services caused by emergencies.
  - (b) That Surrey County Council **responds** to these increased demands for service efficiently and effectively,
  - (c) That Surrey County Council will have a **business continuity** process in place to enable vital services to be maintained in the face of a serious and / or widespread disruptive incident, including disruption to services during an emergency,
  - (d) That Surrey County Council will have in place business **recovery** plans and community recovery plans to ensure a rapid return to normal or a new normal.
  - (e) That Surrey County Council maintains a training and exercising programme for staff to ensure effective implementation of this policy.
- 1.4 The Chief Executive will ensure on behalf of the Council that the provisions of the Policy are fulfilled.
- 1.5 This Policy will be reviewed annually and if necessary be amended to take into account new legal requirements, non-statutory guidance from central government and revisions and implementation of relevant British Standards and International Standards.
- 1.6 This Policy also covers other statutory Emergency Planning functions the County Council has, as outlined in the following legislation and regulations.
- (a) Local Government Act 1972, Section 138
  - (b) Reservoir Act 1975
  - (c) Notification of Installations Handling Hazardous Substance (NIHHS) Regulations 1982
  - (d) The Pipelines Safety Regulations 1996
  - (e) The Control of Major Accident Hazards (COMAH) Regulations 1999
  - (f) The Radiation (Emergency Preparedness & Public Information) Regulations (REPPiR) 2001
  - (g) The Flood and Water Management Act 2010
  - (h) Health and Social Care Act 2012

## **2.0 Scope**

- 2.1 This policy applies to all activities for which the Council has direct responsibility. The Council will also seek to promote this policy with all partners, stakeholders and contractors. Surrey Fire and Rescue Service is a category one responder under the Civil Contingencies Act 2004 and have specific arrangements in place for business continuity management. In the case of School Governing bodies for example the Council will promote practices and procedures, which are consistent with this policy.

## **3.0 Commitment and Intention**

- 3.1 The Council accepts its responsibilities for the provision of services to the residents of Surrey and acknowledges that many of these services are critical to health and quality of life within Surrey.
- 3.2 The Council is committed to ensuring critical services will continue to be delivered and that increased demand for services due to emergencies are met. In meeting this commitment services and activities will be prioritised and reviewed periodically through business impact analysis.
- 3.3 The Council will comply with the Civil Contingencies Act 2004, regulations and statutory guidance.
- 3.4 The Council will adopt and promote best practice for preparedness, response and resilience, including minimising the impact of emergencies on the Council and the communities of Surrey.
- 3.5 The Council will regularly assess its business continuity arrangements through internal audit and peer review. It will seek to align itself against International Standard BS ISO 22301:2012.
- 3.6 The Council will provide information, instruction, training and supervision for employees to help them understand their role in the resilience processes of the County Council and to allow them to contribute positively towards the preparedness and resilience of the organisation.
- 3.7 The Council is committed to the effective management of contracts and their performance to ensure preparedness and resilience standards in their business arrangements with and on behalf of the Council.
- 3.8 The Council is committed to working closely with all staff to develop and implement preparedness and resilience measures that ensure the Council is able to deal with disruptive events.

## **4.0 Roles and Responsibilities**

### **4.1 Elected Members**

- 4.1.1 The Elected members are seen as crucial in the scrutiny of the Civil Contingencies Act 2004 duties in line with the expectation of the wider community of Surrey.
- 4.1.2 Elected members will monitor the overall preparedness and resilience of the Council and its compliance with relevant legislation, and ensure that decisions taken when developing Council policies and services reflect the County Council's Preparedness and Resilience commitment. The Community Safety Cabinet Member has responsibility for leading member activity on this issue. The Cabinet will:
- (a) Receive annual reports on preparedness and resilience,
  - (b) Ensure that adequate resources are available to discharge the Council's preparedness and resilience commitments.
  - (c) Consider overall preparedness and resilience trends and issues likely to affect the Council.
  - (d) Promote a positive preparedness and resilience culture within the Council.
- 4.1.3 The Oversight and Scrutiny Committee will receive reports on this work and scrutinise the response of the Council to its Category 1 responsibilities under the Civil Contingencies Act 2004.

### **4.2 Chief Executive Officer (CEO)**

- 4.2.1 The Chief executive of Surrey County Council has the overall responsibility for achieving this Corporate Resilience Policy and accounts to the elected members for the operations of the County Council complying with all Civil Contingencies legislation and standards.
- 4.2.2 The Chief Executive is responsible for ensuring that all statutory requirements are adhered to, and for reviewing the effectiveness of this policy. The Chief Executive will:
- (a) Ensure strategic representation at the Surrey Local Resilience Forum.
  - (b) Ensure members of the Corporate Leadership Team establish and demonstrate commitment to the Corporate Resilience Policy.
  - (c) Delegate the Assistant Chief Executive to be accountable for the Corporate Resilience Policy.
  - (d) Promote a positive preparedness and resilience culture embracing and encouraging positive attitudes amongst all staff and in the interface with other agencies and the community.
  - (e) Ensure appropriate priority is given to emergency management and business continuity in County Council strategic planning.
  - (f) Ensure that emergency management and business continuity performance is reviewed annually and at other times when necessary.

- 4.2.3 Ensure that the emergency response and business continuity arrangements are included in the business planning process, other strategic plans and job descriptions and objectives as appropriate.

#### **4.3 Strategic Directors and the Assistant Chief Executive**

- 4.3.1 Strategic Directors are responsible for ensuring adequate emergency management and business continuity arrangements are in place for their Directorates.

- 4.3.2 The role of Strategic Directors and the Assistant Chief Executive is to:

- (a) Promote a positive preparedness and resilience culture.
- (b) Ensure the Corporate Resilience Policy procedures and its associated guidance is followed.
- (c) Prepare a statement of their Directorate's emergency management and business continuity arrangements, explaining the requirements of Head's of Service and other managers and staff.
- (d) Ensure that emergency management and business continuity responsibilities within their Directorate are properly assigned and fulfilled with the support of the Emergency Management Team.
- (e) Ensure resources are made available as necessary for fulfilling the Council's commitment to Emergency Management and Business Continuity in their Directorate.
- (f) Ensure emergency preparedness and business continuity is adequately reflected in service business plans and risk registers.
- (g) Sign off the documented list of key services, the business impact analysis and risk assessment to ensure that the work has been appropriate, is accurate and reviewed when circumstances require.
- (h) Ensure that service specific risks relating to the risk of service disruption through either an external risk impact on the communities of Surrey or an internal business continuity crisis are reflected in the directorate and service risk registers as per the Risk Management Strategy and Corporate Governance.

#### **4.4 Deputy Directors / Assistant Directors / Heads of Service**

- 4.4.1 Heads of Service are responsible for the provision of emergency preparedness and business continuity arrangements within their Service. The Emergency Management Team will assist them with this activity. Services need to ensure that they are prepared to deal with rapid increase in demand for services resulting from an emergency and to deal with disruptive events that will impact on the performance of their unit. This should be reflected in the performance management processes.

- 4.4.2 The role of each deputy director / assistant director / head of service is to:

- (a) Promote a preparedness and resilience culture within their service, encouraging activities that develop the resilience of the service and requiring consideration of preparedness and resilience in the provision of their services.
- (b) Adopt and implement corporate codes of practice, procedures and guidance.
- (c) Ensure emergency management and business continuity responsibilities within the service are properly assigned and fulfilled, and that job descriptions reflect these responsibilities.
- (d) Ensure all staff in their Service are aware of current emergency management and business continuity issues that may impact on the service.
- (e) With the help of the Emergency Management Team ensure that staff are trained and systems are tested as appropriate.
- (f) Ensure that service business continuity arrangements are tested and exercised periodically, documented, and learning fed back into plans and arrangements.
- (g) Participate in, and sign-off on, Service Business Impact Analysis, Service Business Continuity Plan, Emergency Risk Analysis and performance review to assist in the development of an annual plan to address emergency management and business continuity issues, including resourcing.
- (h) Appoint a service preparedness and resilience representative to lead on Emergency Planning and Business Continuity and represent the service at the Council Resilience Forum.
- (i) Activate emergency and business continuity plans they are responsible for as necessary.
- (j) Support the Head of Emergency Management in his role of corporate coordinator in responding to emergencies or business continuity events.
- (k) Support all Strategic Directors and other Heads of Service with appropriate planning and deployment of staff and resources in an emergency.
- (l) Ensure that Business Continuity and Emergency Planning activities are reflected in Service Delivery Plans.
- (m) Ensure service risk registers have due regard for both internal and external risks, which have the potential to cause disruption to critical services.
- (n) Ensure services adhere to Council Risk Management Strategy and Code of Corporate Governance.

#### **4.5 Head of Policy and Performance**

4.5.1 The Head of Policy and Performance is central to monitoring the success of the Business Continuity Management System. The Head of Policy and Performance shall ensure internal audits are conducted at planned intervals to determine:

- (a) The Council conforms to planned arrangements for Emergency Management and Business Continuity.
- (b) The Emergency Management and Business Continuity programme is properly implemented and maintained.
- (c) Is effective in meeting the Corporate Resilience Policy.



#### **4.6 Head of Emergency Management**

##### **4.6.1 The Head of Emergency Management will:**

- (a) Advise and brief the Statutory Responsibility Network to assure the achievement of the Council's Emergency Management and Business Continuity commitment.
- (b) Maintain the County Council's Corporate Resilience Policy, and ensure that the most up-to-date version is available to all staff.
- (c) Develop Corporate Emergency and Business Continuity Plans that outline corporate response procedures.
- (d) Develop and manage the emergency planning process.
- (e) Through the Emergency Management Team provide professional and specialist advice, support and guidance to Cabinet Members, Chief Executive's Board, Preparedness and Resilience Liaison Officers, Heads of Service and other managers and supervisors.
- (f) Ensure that the corporate training programme makes adequate provision for the development of emergency management and business continuity skills.
- (g) Maintain adequate records, which reflect staff training and skills.
- (h) Ensure that adequate arrangements are made for consultation with staff, including representatives and unions.
- (i) Liaise with nominated Emergency Management and Business Continuity representatives from service units.
- (j) Undertake performance measurement in emergency management and business continuity.
- (k) Represent the Chief Executive in Local Resilience Forum inter-agency groups, regional and national activities.
- (l) Be responsible for the activation of the County Emergency Plan or the County Council Corporate Incident Management Plan.
- (m) On behalf of the Chief Executive, coordinate the corporate response of Surrey County Council to emergencies and business continuity events.
- (n) Ensure appropriate emergency planning and business continuity resources are in place to support the Director of Public Health in discharging responsibilities under the Health and Social Care Act 2012 including the Surrey Local Health Resilience Partnership.

#### **4.7 The Risk and Governance Manager**

- 4.7.1 The Risk and Governance Manager will ensure that the identification, control and treatment of risks that could affect the Council's Resilience are assessed and included on the corporate risk register as appropriate. They will also be responsible for ensuring that where appropriate treatment plans are in place for identified risk as per the Risk Management Strategy and Corporate Governance.

#### **4.8 Managers and Supervisors**

- 4.8.1 Managers and Supervisors will be responsible for the implementation of the Corporate Resilience Policy. Their role is to:
- (a) Promote a preparedness and resilience culture within their service through regular engagement with their nominated Council Resilience Forum Representative
  - (b) Activate emergency and business continuity plans they are responsible for as necessary.
  - (c) Ensure staff are trained to the necessary competence
  - (d) Ensure that plans are regularly tested as necessary, documented and learning fed back into arrangements and plans.

#### **4.9 Individual Employees**

- 4.9.1 Individual employees must:
- (a) Be aware of the emergency and business continuity responsibilities of the County Council, their service group, unit and team.
  - (b) Understand their role within an emergency and business continuity response.
  - (c) Help ensure there is a preparedness and resilient culture within their team.
  - (d) Undertake appropriate training through the corporate training programme and with the Emergency Management Team

#### **5.0 Continual improvement**

- 5.1 The County Council will continually improve the suitability, adequacy or effectiveness of the Business Continuity Management System through training, workshops, exercising and review of incidents.

#### **6.0 Consultation and acknowledgements**

##### **6.1 Consultation with Unions and staff representatives**

- 6.1.1 The Council has a duty to consult with staff on any matters that effect health, safety and welfare at work. In areas where this policy and supporting corporate codes, plans, procedures and guidance impact on health safety and welfare there will be full consultation conducted within the normal service unit arrangements. Corporately, consultation will be carried out with unions and representatives of staff.

##### **6.2 Acknowledgements**

- 6.2.1 The Council is mindful of the growing level of work and services delivered in partnership with organisations within and outside of the County. As a result, business continuity and emergency planning is looked at more holistically to ensure arrangements are complimentary to partner organisations. We acknowledge the support from the neighbouring counties of Hampshire and West Sussex County Councils in reviewing our arrangements.

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