

BUSINESS CONTINUITY POLICY

INTRODUCTION

Tayside Contracts is a key service provider to the three Constituent Councils of Tayside and delivers modern, responsive and professional services with the aim of providing high quality, cost efficient public services to the communities of Tayside.

This Business Continuity Policy is required to ensure that Tayside Contracts is able to respond in an efficient, effective manner to any abnormal business interruptions or major incidents, to ensure critical services are preserved and prioritised for the rapid recovery of reduced or lost services to its customers.

SCOPE OF POLICY

This policy applies to all parts of Tayside Contracts, all the activities it undertakes and all the services it provides.

OBJECTIVE

Tayside Contracts believes organisational preparedness and resilience is the keystone to maintaining a successful business in the face of adversity, whether that is due to a localised, national or natural disaster 'Interruption' affecting the provision of services to the constituent Councils. Planning for such 'Interruptions' has been identified as being of the utmost importance in being able to continue to deliver services at an acceptable level when we plan for the delivery of our services to the community and each other.

PRINCIPLES

Tayside Contracts defines 'resilience' as the ability to recover quickly from interruptions that initially deform and upset the operational balance within the organisation, resulting in temporary disruption to service and product delivery.

Business continuity management provides an important framework for improving resilience to interruption so that key systems and processes can be recovered, while at the same time ensuring the continued provision of critical services.

Tayside Contracts will manage Interruptions, by stretching, changing, recovering and adapting to the new conditions, using developed plans, procedures and employee initiative, to continue to operate with limited impact to the business during the course of the Interruption.

We will also review and learn from any interruptions that occur, to strengthen our preparedness for future events.

We will also look to 'build back better', meaning that any actions we take to respond to an interruption, which improve our efficiency and effectiveness, and can be applied to normal operating conditions, will be considered for adoption when we return to day-to-day business (for example the COVID pandemic resulted in significant improvement in meeting/ communications technology to facilitate more efficient homeworking and remote meetings).

CRITICAL SERVICES

Critical services will vary, depending on the time of year the services are provided (e.g. winter maintenance is not necessary in the summer: school meals services are not needed during the holiday periods), and have not been specifically listed in this policy as they are liable to change depending on the contracts in place. However, they fall into two general categories which are a) services provided to others and b) internal services necessary for the running of the organisation.

RISKS TO SERVICES

Tayside Contracts' critical services could be interrupted by any number of internal or external factors and assessments are undertaken by each unit to determine the risk to the service provided should there be any interruption to these services. Unit Business Continuity Plans are designed to ensure that activities and service delivery can be maintained with minimal interruption in the event of severe interruption.

BUSINESS CONTINUITY FRAMEWORK

Tayside Contracts' Business Continuity Framework is a five-stage process for development of Business Continuity Plans to aid in the rapid recovery process following a business interruption.

IDENTIFY ->

PLAN ->

MANAGE ->

RECORD ->

REVIEW->

Identify – Unit plans consider the identification of key activities, processes, risks, resources and employee limitations.

Plan – Unit plans consider how to best manage and preserve reduced or lost services during an interruption.

Manage – Management and implementation of Plans shall be appropriate to the scale of the interruption. Priority shall be for the rapid recovery of critical services provided to our customers and to provide support to the Constituent Councils and Category 1 and 2 responders as required.

Record – Key aspects of the interruption shall be recorded for review post-recovery.

Review – The Business Continuity Interruption Recovery team will fully review the recovery process and recommend any improvements to the plan(s) and subsequently re-test the improvements.

Depending on the scale and nature of the Interruption the Managing Director may decide it is necessary to update the Joint Committee and/or the Governance and Strategy Group of any significant information or developments either during or after the Interruption.

PLAN IMPLEMENTATION

Tayside Contracts' Business Continuity Plans will only be implemented in the event of a severe interruption, which is one that impacts on the ability of Tayside Contracts to provide the critical services, as identified in this policy, that are required by the three Constituent Councils and other customers.

Plans shall be invoked in the event of:

- An incident or emergency
- A reduction in the level of employee attendance
- A major reduction in operational supplies of raw and prepared food, fuel, plant, IT service, equipment or materials
- A partial or complete loss of operational location(s), utilities or telecommunication services.
- Any other unanticipated severe interruption to provision of service or product.

In the event of a severe interruption the Managing Director, or (in their absence) the appropriate member of the Executive Leadership Team (ELT), will be required to:

- React appropriately to the size and scale of the interruption.
- Instruct the implementation of the Corporate or Unit Business Continuity Plan(s).
- Instruct the formation of a Business Continuity Interruption Recovery Team (IRT) to deal with the Interruption.
- Allocate adequate resources for the IRT to deal with the Interruption, either at a designated Tayside Contracts building, or off-site location if necessary.

ROLES AND RESPONSIBILITIES

Overall responsibility for Business Continuity Planning within Tayside Contracts lies with the Managing Director. However, for the purposes of assisting with and advising on the Heads of Service are responsible for ensuring the development of Unit Business Continuity Plans.

The Managing Director will be responsible for ensuring the detailed Business Continuity Plan in support of this Policy is up to date.

Business Continuity Interruption Recovery Team

The Interruption Recovery Team will be determined by the Managing Director (or their nominee) depending on the severity of the interruption to services.

The Interruption Recovery Team will report to and take direction from the Managing Director or a nominated manager during the course of the interruption and will be responsible for the following actions:

- Acting in accordance with this Policy and the overall Tayside Contracts Business Continuity Plan
- Following the Unit Business Continuity Plan for the unit(s) affected by the interruption.
- Adapting to new situations as they arise and reacting accordingly by issuing instructions and guidance to the workforce.
- Being the point of contact for employees involved in the interruption and issuing management instructions and communications on operations and recovery during the Interruption.
- Gathering information on the interruption, and delivering meaningful, accurate, timely appraisals of the situation to the Managing Director and IRT.

- Recording all communication concerning the interruption with Internal and External parties.
- Completing the necessary Emergency Preparedness and Response / Business Continuity Plan documentation.
- Collating all actions and list issues learned from dealing with the interruption in order to produce a report for the Corporate Leadership Team, which will then form the basis of the interruption debrief, and lessons learned.

DEBRIEFING

A debriefing session will be held following every serious interruption, which will be chaired by the Managing Director (or their nominee). Depending on the size and scale of the interruption it may be appropriate for any/all of the following parties to be involved in the debriefing session:

- Executive Leadership Team
- Corporate Leadership Team
- Senior Leadership Team
- Designated Senior Managers
- Section Heads
- Team members

The debriefing process is a fundamental part of the review stage of the Business Continuity Framework, which supports continuous improvement through learning and review, and identify opportunities to build back better.

MEDIA MANAGEMENT

All media communication regarding any business continuity issue will be conducted by the Managing Director, or someone with specific delegated responsibility for communication relating to the interruption.

POLICY REVIEW

The Business Continuity Policy will be reviewed at three yearly intervals, or as required by legislative or other changes.

GENERAL DATA PROTECTION REGULATION

Tayside Contracts respects the privacy of our employees, any personal data processed during the application of this policy will be in line with Data Protection Legislation. Further information on how we may process personal data for the purpose of applying this policy can be found in our Privacy Notice.

If you would like this document translated into another language or in another format such as audio or large print then please contact Angie Dodds, Equalities and Communications Manager on 01382 834165 or angie.dodds@tayside-contracts.co.uk