

Surrey County Council  
**Corporate Resilience Policy**  
2020

**Document Control**

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**Authorising signature:**

**Joanna Killian**  
**Chief Executive**  
**February 2020**

This Policy was signed off by the Chief Executive in January 2020. A signed copy is held by the Emergency Management Team in Room 194, County Hall.

**Distribution**

The Corporate Resilience Policy is published on the Councils intranet and the SCC website.

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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 a rapid increase in demand for services caused by an emergency.
  - (b) That Surrey County Council **responds** to increased demands for service efficiently and effectively,
  - (c) That Surrey County Council has a **business continuity management system** in place to enable critical 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 **recovery** plans to ensure a rapid return to normality 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 this Policy are fulfilled.
- 1.5 SCC is reviewing its approach to resilience during 2020/21 with the goal of making us even more resilient as an organisation and as employees.
- 1.6 This Policy will be reviewed every two years or amended to take into account new legal requirements, non-statutory guidance from central government and revisions and implementation of relevant British or International Standards.
- 1.7 This Policy also covers other statutory Emergency Management functions that the 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 (REPPPIR) 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 has specific arrangements in place for business continuity.

## **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 their health and quality of life.

3.2 The Council is committed to ensuring critical services 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 emergency management and business continuity, including minimising the impact of emergencies on the Council and the residents 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 ISO 22301:2019.

3.6 The Council will provide information, training and exercising for staff to help them understand their role in the resilience processes of the Council.

3.7 The Council is committed to the effective management of contracts and their performance to ensure suppliers have appropriate business continuity arrangements in place.

3.8 The Council is committed to working with all staff to develop and implement emergency management and business continuity measures that ensure the Council is able to deal with disruptive events.

## **4.0 Roles and Responsibilities**

### **4.1 Elected Members**

4.1.1 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. The Cabinet Member for Community Safety, Fire & Resilience has the 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) Promote emergency management and business continuity within the Council.

4.1.3 The Council Overview Board 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. The Chief Executive will:

- (a) Ensure strategic representation at Surrey's Local Resilience Forum.
- (b) Ensure members of the Corporate Leadership Team demonstrate commitment to the Corporate Resilience Policy.
- (c) Ensure appropriate priority is given to emergency management and business continuity in the Councils strategic planning.
- (d) Ensure that emergency management and business continuity performance is reviewed

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

### **4.3 Strategic Directors and Directors**

4.3.1 Strategic Directors and 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 Directors is to:

- (a) Promote emergency management and business continuity.
- (b) Ensure the Corporate Resilience Policy is followed.
- (c) Ensure that emergency management and business continuity responsibilities within their directorate are properly assigned and fulfilled with the support of the Emergency Management & Resilience Team.
- (d) Ensure resources are made available to fulfil the Council's commitment to emergency management and business continuity in their directorate.
- (e) Ensure emergency preparedness and business continuity is adequately reflected in service business plans and risk registers.
- (f) Sign off the documented list of key services, the business impact analysis, risk assessments and business continuity plans to ensure that they are reviewed at least annually.
- (g) Ensure that service specific risks relating to the risk of service disruption 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 management and business continuity arrangements in their service. The Emergency Management & Resilience Team will assist them with this activity. Services need to ensure that they are prepared to deal with an 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 emergency management and business continuity within their service, encouraging activities that develop the resilience of their service.
- (b) Ensure emergency management and business continuity responsibilities within the service are properly assigned and fulfilled, and that job descriptions reflect these responsibilities.
- (c) Ensure all staff in their Service are aware of current emergency management and business continuity issues that may impact on the service.
- (d) With the help of the Emergency Management & Resilience Team ensure that staff are trained and systems are tested.
- (e) Ensure that service business continuity arrangements are tested and exercised periodically, documented, and learning fed back into plans and arrangements.

- (f) Participate in, and sign-off, Service Business Impact Analysis, Service Business Continuity Plan and risk assessments.
- (g) Appoint a service Council Risk and Resilience Forum representative to lead on Emergency Planning and Business Continuity and represent the service at the Council Risk and Resilience Forum.
- (h) Activate emergency and business continuity plans they are responsible for as necessary.
- (i) Support the Head of Emergency Management in his role of corporate coordinator in responding to emergencies or business continuity events.
- (j) Support all Strategic Directors and other Heads of Service with appropriate planning and deployment of staff and resources in an emergency.
- (k) Ensure that Business Continuity and Emergency Planning activities are reflected in Service Delivery Plans.
- (l) Ensure service risk registers have due regard for both internal and external risks, which have the potential to cause disruption to critical services.
- (m) Ensure services adhere to Council Risk Management Strategy and Corporate Governance.

#### **4.5 Chief Internal Auditor**

4.5.1 The Chief Internal Auditor is central to monitoring the success of the Business Continuity Management System. The Chief Internal Auditor 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) If the Council is meeting the expectations detailed in the Corporate Resilience Policy.

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

4.6.1 The Head of Emergency Management will:

- (a) Advise and brief the Corporate Leadership Team on the Council's Emergency Management and Business Continuity commitments.
- (b) Maintain the Council's Corporate Resilience Policy.
- (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 & Resilience Team provide professional and specialist advice, support and guidance to Cabinet Members, Council Risk & Resilience Forum representatives, Heads of Service and other managers.



- (f) Ensure that the corporate training programme makes adequate provision for the development of emergency management and business continuity skills.
- (g) Maintain records of 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 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 Executive Director – PH SCC & Heartlands in discharging responsibilities under the Health and Social Care Act 2012 including the Surrey Local Health Resilience Partnership.

#### **4.7 Senior Finance Business Partner (Improvement and Risk)**

- 4.7.1 The Senior Finance Business Partner (Improvement and Risk) 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.

#### **4.8 Managers**

- 4.8.1 Managers will be responsible for the implementation of the Corporate Resilience Policy. Their role is to:
- (a) Promote emergency management and business continuity within their service through regular engagement with their nominated Council Risk & Resilience Forum Representative
  - (b) Activate emergency and business continuity plans they are responsible for as necessary.
  - (c) Ensure staff are appropriately
  - (d) Ensure that plans are regularly tested and learning fed back planning.

#### **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) Undertake appropriate training through the corporate training programme and with the Emergency Management & Resilience Team.

## **5.0 Continual Improvement**

- 5.1 The County Council will continually improve the effectiveness of the BCMS through training, workshops, exercising and review of incidents.

## **6.0 Consultation**

- 6.1 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.