

Business Continuity Project – progress update from the Commercial and Regulatory Service Director as at 07 November 2019

Since the September update report to the Audit and Governance Committee, a further Business Continuity Management Workshop was held on 16th October which, despite clashing with a Level 1 (L1) Managers Performance Management Training, was well-attended, with 21 attendees.

Thus, since July, there has been representation from 34 of the 74 identified teams in spite of invitations being sent to all teams.

However, of the 34 teams trained, only six Business Continuity Plans (BCPs) have been drafted to date.

We are therefore unlikely to meet the project timetable without management intervention.

Contributing Factors

The main contributing factor has been the vacancies in L1 & L2 manager appointments resulting in some teams being unrepresented at the training, together with the cancellation of some sessions due to a period of sickness of the contractor.

Feedback from EFDC staff who have attended workshop sessions has largely been positive with regards to the quality and effectiveness of the training provided, with 86% of attendees at the 16 October session feeling that they have 'a good understanding of BCM and how to apply it to their service / team'. However, the evaluation responses and feedback given on the day indicate a general feeling that the timetable for delivery and what was expected of managers was unrealistic given the current workload being experienced by L1/L2 managers. Some managers did not appreciate that they were to be responsible for the production of their own plans and thought that the consultant would be doing this for them.

Recommendations

In light of the current status of the project and concerns raised by staff, the following actions are proposed:

- that Leadership Team take a view as to how the responsibilities of this project be prioritised in relation to the range of competing demands managers are currently faced with and to communicate this clearly to managers. At the Leadership Team meeting of the 04 November Directorate reps were nominated;
- work continues with those teams that have draft plans in production to see these through to completion;
- additional workshops have been scheduled for 21 and 28 November and 05 and 11 December for the remaining service teams to ensure that all managers across EFDC have received BCM (Business Continuity Management) training and that they are given the opportunity to complete their plans.
- Extending the current project delivery timetable so that the planned exercise now takes place mid-February 2020.