

Business Continuity Management Policy

Issue sheet

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Version	Date	Amended by	Approved by	Details of amendments
0.1	Jan 2020	BC Specialist		To be considered at BCM Tactical Steering Group on 13/01/20 before formal approval at BISG on 04/02/20
0.2	Feb 2020	BC Specialist		BISG consideration 20/02/2020
1.0	Feb 2020	BC Specialist	Head of Security and Information Governance	Approved at BISG 20/02/2020 – communicated to all staff.
1.2	Feb 2021	BC Specialist		Annual Review and update. Minor cosmetic changes. To be reviewed for approved at BISG during Feb 2021
2.0	Feb 2021	BC Specialist	BISG	Approved at Feb 2021 BISG

Business Continuity Management Policy Statement

The NHSBSA is a Special Health Authority and an Arm's Length Body (ALB) of the Department of Health and Social Care (DHSC). We provide a range of critical central services to NHS organisations, NHS contractors, patients and the public. If these services were disrupted and could not be delivered for a period of time, this could have significant consequences for patients and the wider NHS.

The criticality and dependency of these services requires the Leadership Team and Board to be accountable and demonstrate leadership & commitment in relation to Business Continuity (BC) to support our wider strategic goals and to support staff in their BC roles & responsibilities.

Our Business Continuity objectives align and support the achievement of our strategic goals and CARE (Collaborative, Adventurous, Reliable, Energetic) values. In order to achieve our Business Continuity objectives, we continue to effectively manage, monitor and maintain our Business Continuity Management System (BCMS) which is currently aligned with ISO 22301 'Social Security – *Business continuity management system requirements*'.

We are committed to continually satisfying the requirements set out in ISO 22301 through the execution our security governance structure and by having effective BCM arrangements in place.

To ensure that our BCMS and BCM arrangements are implemented, operating effectively and demonstrating continual improvement, we are committed to determining and providing the necessary resources required to minimise the impact of potential business disruptions and to effectively respond to the evolving landscape of internal and external threats which we face.

We will ensure that we effectively communicate the content of this policy to our staff and contractors and any associated interested parties as appropriate.

Our BCMS will be continually reviewed to ensure its effectiveness is maintained – this will include but is not limited to the following;

- An BCMS Internal Audit Programme to review the effectiveness of the BCMS and identified corrective actions
- Appropriate metrics and KPIs to continually monitor and measure BCMS performance
- Implementation of key outputs identified from exercises, tests and management review activities
- A review of all policies, plans, procedures and standards and procedures within the BCMS at appropriately timed intervals

Michael Brodie, Chief Executive NHSBSA



Mark Dibble, SIRO NHSBSA



1. Purpose

- 1.1 The purpose of this Business Continuity Management Policy is to provide clear and consistent information to employees, contractors, consultants, agency staff and Board members of the organisational intent and importance of business continuity as a mechanism to achieve our business continuity objectives which contributes towards the achievement of our strategic goals and CARE values.
- 1.2 This overarching policy forms part of our BCMS documented information set as part of our alignment with ISO 22301 '*Social Security – Business continuity management system requirements*'.
- 1.3 The BCMS will support the delivery of our prioritised activities and services in the event of potential business disruption events by ensuring that plans, procedures and incident response mechanisms are implemented and working effectively to ensure we can safely and securely recover to minimise the impact on service delivery.

2. Audience

- 2.1 The policy applies to all company employees, contractors, consultants, agency staff and Board members when acting on behalf of the NHSBSA.

3. Business Continuity Management Objectives

- 3.1 Our Business Continuity objectives have been established in alignment with our strategic goals to demonstrate how business continuity can contribute towards their achievement.
- 3.2 Please see table overleaf which outlines the correlation and relationship between our Business Continuity objectives and strategic goals.

NHSBSA Strategic Goals	Business Continuity Management Objectives & Ref No.	
<p>Customer</p> <p>“We actively seek feedback from and listen to our customers to enable us to design and deliver brilliant business in a way that best meets their needs.”</p>	<p>(BCM 1)</p>	<p>By supporting our service provision through investing in effective contingency plans, communication and regular review to ensure that our services continue to be supported and customers continue to experience exceptional service.</p>
<p>People</p> <p>“We enable our people to be their best by creating a fantastic colleague experience, providing ongoing development opportunities with an eye to future needs and being a great, inclusive place to work.”</p>	<p>(BCM2)</p>	<p>Developing time and cost-effective plans to support service areas and their staff to allow our people to dedicate more time to developing skills and innovative solutions.</p>
<p>Social Impact</p> <p>“We work with partners to better understand and respond to growing challenges of health inequality and sustainability, using our systems, services and data insight to have a positive impact and help create better health and care for the wider population, as well as investing and supporting our local communities and local economies and minimising our environmental impact.”</p>	<p>(BCM3)</p>	<p>On-going review and collaboration of continuity strategies and sharing of best practice increases knowledge of service provision and interdependencies across the organisation. Improved continuity planning across the estate ensures important data is consistently available and enables key development of our systems and services.</p>

<p>Value</p> <p>“We create value for our customers and stakeholders in the outcomes we deliver, in helping them meet their needs and we generate efficiency across the health and social care system to provide better health and care outcomes and better taxpayer value. We are the NHS, delivering for the NHS.”</p>	<p>(BCM4)</p>	<p>Efficient response plans in the event of an incident saves money and time for the Authority as well as greater value for our customers and stakeholders.</p>
<p>Ambition</p> <p>“We seek to improve our services, make better use of our rich data and join up systems to help achieve the NHS prevention, workforce and technology objectives. And through delivering new services, we continue to support the health and care system to have the staff and services it needs and help people live longer and healthier lives.”</p>	<p>(BCM5)</p>	<p>Collaborative working within BC Management identifies opportunities for service improvement. Regular review, update and testing of BC plans ensures that we continue to support the health and care system.</p>

4. BCMS Programme Objectives

- 4.1 Through the development, implementation and ongoing maintenance/review of our BCMS, we will deliver against a set of specific programme objectives which in turn will contribute to the achievement of the BCM objectives above.
- 4.2 The BCMS programme objectives are set out overleaf;

Business Continuity Management Programme Objectives & Ref No.	
(BCMS1)	To implement a BCMS that aligns with the requirements of ISO 22301 and the Business Continuity Institute (BCI) Good Practice Guidelines (measurable by internal/external audit)
(BCMS2)	To support our service provision through investing in effective contingency plans, communication and regular review to ensure that our services continue to be supported and customers continue to experience exceptional service.
(BCMS3)	On-going review and collaboration of continuity strategies and sharing of best practice increases knowledge of service provision and interdependencies across the organisation. Improved continuity planning across the estate ensures important data is consistently available and enables key development of our systems and services.
(BCMS4)	Efficient response plans in the event of an incident saves money and time for the Authority as well as greater value for our customers and stakeholders.
(BCMS5)	Collaborative working within BC Management identifies opportunities for service improvement. Regular review, update and testing of BC plans ensures that we continue to support the health and care system.

5. Governance Roles and Responsibilities

- 5.1 There is a BCMS governance structure in place which is provided at **Annex 1**.
- 5.2 Individual Terms of Reference (TOR) are in place for each of these groups.
- 5.3 The following roles, responsibilities and authorities in relation to our BCMS are summarised overleaf;

All Staff must:

- Conform to BC policies, plans, procedures and standards - failure to do so may result in disciplinary action
- Be aware of their individual and collective roles and responsibilities within local BCPs and incident management arrangements
- Complete mandatory annual training (once developed) relating to Business Continuity within the timescales set to ensure that roles and responsibilities are understood

Accounting Officer is the Chief Executive and must:

- Have overall organisational accountability for ensuring that the BCMS is operating effectively across the NHSBSA and potential business disruption events are being assessed and treated to an acceptable pre-defined level

Executive Director of Corporate Services must:

- Have Executive accountability for BCM
- Be responsible for Business Continuity and advise the Board on the effectiveness across the NHSBSA
- Delegate operational responsibility for Business Continuity to the Head of Security and Information Governance (HOSIG) and specifically the Information Security Risk and Business Continuity Manager
- Provide the resources needed for the establishment, implementation, maintenance, and continual improvement of the BCMS
- Receive training as necessary to ensure they remain effective in their Executive Director role specifically for the purposes of BCM

Information Security Risk and Business Continuity Manager must:

- Be responsible for the day-to-day operational effectiveness of this BCM Policy and its associated plans, procedures and standards
- To lead on the strategic aspects of the implementation and effectiveness of the BCMS
- Lead on the provision of expert advice to the NHSBSA on all matters concerning business continuity
- Ensure that the NHSBSA has robust, strategic and tested BC arrangements in place for all aspects of its business.
- Providing strategic leadership to ensure BCM will ensure prioritised activities and services are maintained at times of service disruption or failure.
- Be accountable to the HOSIG for BC across the NHSBSA

Business Continuity Specialist must:

- Be responsible for the maintenance of the BCMS and all its supporting documentation
- To lead on the operational aspects of the implementation and effectiveness of the BCMS
- Provide a central point of contact for business continuity matters
- Monitor and co-ordinate the operation of the BCMS
- Promote and develop a greater understanding of BC with directorate teams, providing support to all staff to build BC into BAU planning arrangements
- Ensure the delivery of BCM training and awareness campaigns
- Undertake an annual review of all BCM related documentation and objectives
- Ensure that Business Continuity Planning and Business Impact Analysis processes are effective
- Deliver and evaluate a structured exercise/testing programme that will assess the effectiveness of BCP and the preparedness of staff in all directorates of the NHSBSA

Business Continuity Plan Coordinator(s) must:

- Be responsible for the coordination and documenting of BC arrangements within their directorate area(s) which include Business Impact Analysis (BIAs), Risk Assessments (RAs) and BCPs in terms of developing, implementing, maintaining and reviewing effectiveness

Business Continuity Plan Owner(s) must:

- Be accountable and responsible for BCPs within their individual directorate areas and provide strategic leadership in the event of BCP invocation.

6. Further Information

- 6.1 If you require any further information and guidance on the content of this policy please contact the [Business Continuity Management Team](#) for further information.

Annex 1 – BCMS Governance Structure

