

Business Continuity Management Policy

Issue sheet

Document reference	BCMSPOL 001
Document location	<ul style="list-style-type: none"> - Security and Information Governance webpage on MY HUB - BCM sub-folder under Policies
Title	Business Continuity Management Policy
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Owner	Head of Security and Information Governance
Issued to	All Staff
Reason issued	For information and action
Last reviewed	February 2022
Date of Wellbeing and Inclusion Analysis	January 2020
Date of Accessibility Review	January 2022

Revision details

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
2.1	June 2021	BC Specialist		Policy reviewed and updated in line with NHSBSA strategy and objectives as well as in line with best practice (ISO 22301 and BCI GPGs)
2.2	July 2021	BC Specialist		Policy document to be sent to BCM TSG for review before formal approval at BISG
2.3	August 2021	BC Specialist		Document amended to add BC Lead role
2.4	January 2022	BC Specialist		Review and comments added by BCM TSG. Ready for BISG approval
3.0	March 2022	BC Specialist	BISG	Approved at 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. 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*'. These are reviewed and tracked by the Business Continuity Tactical Steering Group as part of our quarterly review meetings.

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

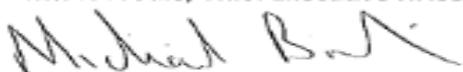
To ensure that our BCMS and BCM arrangements are implemented, operating effectively and demonstrating continual improvement, we are committed to determining and providing the necessary resources required to minimise the impact of potential business disruptions and to effectively respond to the evolving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

- A 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. Scope

- 3.1 All NHSBSA services are included in scope of the BCM programme but at varying levels of detail.
- 3.2 Detailed BC planning will mainly focus on NHSBSA Corporate priorities (according to the NHSBSA Strategy 2021-24) listed below as well as appropriate enabling services (i.e. Technology, Estates and others)
 - National payments for primary care services to dentists and pharmacists
 - Supporting the NHS People Plan providing employment, HR and payroll platforms
 - Providing financial support to NHS students
 - Managing the NHS Pension Scheme
 - Citizen Services to the public to help gain access to the healthcare and support with costs to which they are entitled

4. Business Continuity Management Objectives

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

NHSBSA Strategic Goals	Business Continuity Management Objectives	
<p>Customer</p> <p>Our customers are at the heart of what we do.</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>	(BCM1)	By supporting our service provision through investing in effective business continuity plans to ensure that our customers do not experience a reduction in service level.
<p>People</p> <p>We enable our people to be their best.</p> <p>“We do this 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>	(BCM2)	Developing time and cost-effective business continuity plans to support service areas and their staff to allow our people to dedicate more time to developing their own skills and innovative solutions.
<p>Social Impact</p> <p>We work with partners to better understand and respond to growing challenges of health inequality and sustainability.</p> <p>“We use our systems, services and data insight to positive effect, creating better health and care for the wider population”</p>	(BCM3)	On-going review and collaboration of continuity strategies and sharing of best practice increases the knowledge of our service provision and interdependencies across the organisation as well as other NHS organisations.
<p>Value</p> <p>We are the NHS delivering for the NHS.</p>	(BCM4)	Efficient response plans and strategies means that our prioritised activities can continue to be delivered at pre-defined acceptable levels in the event of an incident, saving time and money for the organisation as well as delivering better value to the taxpayer.

<p>“We create value for our customers and stakeholders in the outcomes we deliver, in helping them to 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”</p>		
<p>Ambition</p> <p>We are ambitious about the future and want to share a sense of optimism with our colleagues.</p> <p>“We recognise that one of our strengths is the ability to evolve to become the organisation that the health and care system needs us to be.”</p>	<p>(BCM5)</p>	<p>Collaborative working with Portfolio Management, Change Management and other NHS organisations means that new services or changes to existing services is done in a financially sustainable and ethical way.</p> <p>Our ambition to continue to evolve our services is supported by robust business continuity.</p>
<p>Pandemic Support</p> <p>We will support national, regional and local efforts in times of challenge and crisis by using our skills and expertise to develop and deliver services to meet the needs of our colleagues and the population of the UK.</p>	<p>(BCM6)</p>	<p>We continue to be the partner of choice, supporting and creating new services to support the response to and recovery from the COVID-19 Pandemic.</p>

5. BCMS Programme Objectives

- 5.1 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.
- 5.2 The BCMS programme objectives are set out overleaf;

Ref No.	Business Continuity Management Programme Objectives	Evidence of compliance	Measurement of effectiveness
BCMS1	To implement a BCMS that aligns with the requirements of ISO 22301 and the Business Continuity Institute (BCI) Good Practice Guidelines	<ul style="list-style-type: none"> • All BCMS Programme documentation 	<ul style="list-style-type: none"> • BCMS Internal Audits • External Audits • BC Software solution outputs and metrics • Delivery of BCMS Programme Activities and Tasks • Self-assessment • Gap analysis
BCMS2	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	<ul style="list-style-type: none"> • BCMS Governance Structure • TSG review and sign-off 	<ul style="list-style-type: none"> • BC Software solution outputs and metrics • Outputs of BC Exercises and Tests • Lessons Learnt • Delivery of BCMS Programme Activities and Tasks
BCMS3	On-going review and collaboration of continuity strategies and sharing of best practice increasing knowledge of service provision and interdependencies across the organisation	<ul style="list-style-type: none"> • BCMS EAT Programme • Ongoing engagement across the NHSBSA 	<ul style="list-style-type: none"> • Delivery of BCMS Programme Activities and Tasks • Delivery of BCMS EAT Programme • BC Software solution outputs and metrics
BCMS4	Efficient response plans in the event of an incident saves money and time for the NHSBSA.	<ul style="list-style-type: none"> • BCPs in place across the NHSBSA • NHSBSA Incident Response Structure • BCM Exercising and Testing Schedule 	<ul style="list-style-type: none"> • Outputs of BC Exercises and Tests • Delivery of BCMS Programme Activities and Tasks • Lessons Learnt • Delivery of BCMS Programme Activities and Tasks • BC Software solution outputs and metrics
BCMS5	Collaborative working with Portfolio Management and change management means that new services or change to existing services is done in a financially sustainable and ethical way	<ul style="list-style-type: none"> • BC analysis and impacts documented against new or changes to existing services in relation to prioritised activities 	<ul style="list-style-type: none"> • BC Software solution outputs and metrics • BC inclusion/consideration through change management processes

6. Governance Roles and Responsibilities

- 6.1 There is a BCMS governance structure in place which is provided at **Annex 1**.
- 6.2 Individual Terms of Reference (TOR) are in place for each of these groups which sets out members of each group across the NHSBSA.
- 6.3 The roles, responsibilities, and authorities in relation to our BCMS are summarised as follows;

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

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
- Ensure that Business Continuity is embedded into the organisation

Executive Director of Corporate Services must:

- Have Executive accountability for BCM
- Be responsible for Business Continuity and advise the Leadership Team/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 Lead(s) must:

- Be service area liaison for business continuity matters, relaying key BC information to BC plan coordinators and escalating any BC matters through OSG
- Be responsible for the coordination of all service area activity plans and ensure plans are maintained and reviewed regularly

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.

7. Further Information

- 7.1 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

