Gwasanaeth Tân ac Achub
De Cymru

South Wales
Fire and Rescue Service

Corporate Policy - 10

Business Continuity Policy

Executive Statement

It is a requirement of the Civil Contingencies Act 2004 and the Fire and Rescue Services Act 2004 that Fire and Rescue Services (FRS) have appropriate business continuity (BC) arrangements in place, so that a required level of response can be maintained at all times.

The Business Continuity Management (BCM) Policy sets the framework for the Business Continuity Management (BCM) Programme.

The Policy indicates the Services' clear buy-in to implementation of the Business Continuity Management (BCM) Programme and makes a public statement of intent, endorsed by both myself and the Executive Leadership Team (ELT).

South Wales Fire and Rescue Authority (SWFRA) members and management are committed to embedding the principles of business continuity in the culture and behaviours across the Service. This Policy has been agreed by SWFRA and the Executive Leadership Team (ELT). The Policy will be reviewed annually to ensure that it remains in line with strategic activities and objectives. It will also be updated as necessary to reflect any procedural or business changes and also in line with learning from any implementations of the plans or exercises and training.

Signed: _____   Dated: _29. 1. 20_____

ACFO Technical Services

Policy

1   Purpose, Scope and Users

1.1   The purpose of this Policy is to define the objectives, scope and basic rules for Business Continuity Management (BCM).

1.2   The Policy is applied to the entire Business Continuity Management System (BCMS).

1.3   Users of this document are all employees of SWFRS, as well as all suppliers and outsourcing partners who have a role in the Business Continuity Management System (BCMS).

2   Business Continuity Management

2.1   Purpose of Business Continuity Management (BCM)

2.1.1   The purpose of Business Continuity Management (BCM) is to identify potential threats to South Wales Fire and Rescue Service (SWFRS) and the impacts to business operations those threats might cause, and to provide a framework for building organisational resilience with the capability of an effective response.

2.1.2   SWFRS recognises its statutory duty under the Civil Contingencies Act 2004[1] and is committed to ensuring robust and effective Business Continuity Management (BCM) is in place as a key mechanism to maintain the core functions in the event of a disruption or emergency.

2.2   Definition of Business Continuity Management (BCM)

2.2.1   Business Continuity Management (BCM) can be defined as[2]:

"A holistic management process that identifies potential threats to an organisation and the impacts to business operations those threats, if realised, might cause, and which provides a framework for building organisational resilience with the capability for an effective response that safeguards the interest of its key stakeholders, reputation, brand and value-creating activities."

2.2.2   Business Continuity Management (BCM) is therefore an ongoing management and governance process supported by top management and appropriately resourced to ensure SWFRS is prepared for any disruption or emergency that could affect the delivery of the core functions:

- Promoting fire safety - including the provision of information and publicity on steps to be taken to prevent fires and the giving of advice on how to prevent fires and on the means of escape from buildings in case of fire.
- Fire-fighting - extinguishing fires and protecting life and property in the event of fires.
- Responding to road traffic accidents (collisions) - rescuing people in the event of road traffic accidents and protecting people from serious harm in the event of road traffic accidents.
- Dealing with other prescribed emergencies - when necessary deal with emergencies, other than fires and road traffic accidents.

SWFRS is also a 'category 1 responder' for the purpose of the Civil Contingencies Act 2004. The principal role of a category 1 responder is to assess the risk of emergencies occurring and to make, maintain and publish appropriate plans.

2.3 Setting Business Continuity Objectives

2.3.1   The Business Continuity Management (BCM) Programme has the following key objectives:

- Enable the achievement of the Services' strategic priorities (SWFRS Strategic Plan for 2018-2023)
- Ensure compliance with laws and regulations, for example but not limited to:
  -Fire and Rescue Services Act (2004)
  -The Civil Contingencies Act (2004)
  -The Regulatory Reform (Fire Safety) Order (2005)
  -Local Government (Wales) Measure (2009)
  -Wellbeing of Future Generations Act (2015)
  -Fire and Rescue National Framework (2016)
- To identify urgent or priority (time critical) activities across the Service and develop robust and effective business continuity arrangements for them.
- To establish defined structures to plan for and respond to incidents.

- To embed business continuity into the culture of SWFRS so it becomes an integral part of decision making.
- To protect the reputation of SWFRS.

2.3.2   The Assistant Chief Fire Officer for SWFRS is responsible for setting the objectives for the whole Business Continuity Management System (BCMS) and the method for measuring the achievement of those objectives. The Assistant Chief Fire Officer is responsible for reviewing those objectives at least once a year.

2.4   Programme Scope

2.4.1   Business Continuity Management (BCM) applies to all infrastructure, functions and service areas of SWFRS except Fire Stations; this is because SWFRS has a 'Key Station Protocol' in place. Where applicable, it also includes the management of outsourced contracts, and requires those responsible for negotiating and managing them to ensure appropriate business continuity standards are included in contracts so that the service provider is able to deliver acceptable standards of service following a disruption or emergency.

2.4.2   Due to size and number of functions and service areas, the Business Continuity Management (BCM) Programme will initially be implemented in some parts of the Service but will extend to others over time.

2.5   Programme Roles and Responsibilities

2.5.1   Business Continuity Management (BCM) is designed to ensure it is a mainstream activity rather than simply an emergency response. The Assistant Chief Fire Officer champions business continuity across the Service, however, it is important that all staff in SWFRS are aware of the Business Continuity Management (BCM) Programme.

2.5.2   All staff should be made aware of the Business Continuity Plan (BCP) that is in place for their service area and their role following invocation of the plan. Further details of roles and responsibilities can be found in Appendix A. The Business Continuity Management (BCM) Programme will follow The BCI Good Practice Guidelines[3]. The BCI Good Practice Guidelines[3] will assist all service areas in complying with the International Standards for Business Continuity Management (BCM) ISO 22301:2012.

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[3] *The Business Continuity Institute, Good Practice Guidelines 2018 Global Edition*

2.5.3   The Plan, Do, Check and Act (PDCA) cycle establishes a process that implements, operates, monitors, reviews, maintains and continually improves a Business Continuity Management System (BCMS), to help protect against, prepare for, respond to and recover when disruptive incidents arise.

2.5.4   As part of the review and monitoring of the programme, in addition to the annual review; the Business Continuity Management (BCM) Programme may be audited by either internal audit or external auditors to ensure that objectives set out in the Policy are being achieved. Peer reviews conducted by other fire and rescue services may also be conducted if required.

3   Operational Framework

3.1   Management of the Business Continuity Management (BCM) Programme

SWFRS will:

- Develop and maintain a Business Continuity Policy that is aligned to the Services' strategic objectives and business planning process, which will be reviewed annually.
- Establish a Business Continuity Management (BCM) Programme that will be aligned to the International Standards for Business Continuity Management (BCM) ISO 22301:2012
- Nominate a Business Continuity Management (BCM) "champion" to lead and promote the Business Continuity Policy across the Service.
- Nominate a member of the Resilience and Planning Team as the Business Continuity Management (BCM) Programme "sponsor".
- Ensure business continuity arrangements reflect the level of risk accepted by SWFRS.
- Review all documentation annually or when there are significant changes to personnel, premises, suppliers or after an incident etc.
- Exercise Business Continuity Plans (BCP) annually.
- Evaluate SWFRS response to disruptive events and identify areas for further development.
- Ensure training and awareness will be a key and ongoing part of the Business Continuity Management (BCM) Programme.

4   Policy Communication

4.1   The Assistant Chief Fire Officer will ensure that all employees of SWFRS, as well as suppliers and outsourcing partners who have a role in the Business Continuity Management System (BCMS) are familiar with this Policy.

5   Linked Documentation

Document Title:	Document File Path:
Civil Contingencies Act 2004	http://www.legislation.gov.uk/ukpga/2004/36/pdfs/ukpga_20040036_en.pdf
ISO22301:2012 Societal security	https://www.iso.org/standard/50038.html
The BCI Good Practice Guidelines	http://www.thebci.org/index.php/resources/the-good-practice-guidelines
Fire and Rescue Services Act 2004	http://www.legislation.gov.uk/ukpga/2004/21/contents
National Framework	https://gov.wales/docs/dsjlg/publications/fire/151125-fire-rescue-framework-2016-en.pdf

Appendix A – Roles and Responsibilities

1.   The **Business Continuity Management (BCM) "champion"** will:

-    Work with the Business Continuity Management (BCM) "sponsor" and lead the delivery and promotion of business continuity across the Service ensuring commitment of senior managers across all service areas.
-    Work with the Business Continuity Management (BCM) "sponsor" to ensure senior managers are committed to ensuring that business continuity is implemented across their individual service areas.
-    Support the Resilience and Planning Officer in ensuring that senior managers are implementing appropriate Business Continuity Management (BCM) solutions across their departments.

2.   The **Business Continuity Management (BCM) Programme "sponsor"** will:

-    Work with the Business Continuity "champion" to ensure the business continuity process is implemented across the Service.
-    Take ownership of Business Continuity Management (BCM) at a corporate level within the Senior Management Team.
-    Sponsor the Business Continuity Management (BCM) Programme.
-    Appoint an Officer responsible for Business Continuity Management (BCM). This will be the Resilience and Planning Officer.
-    Receive progress reports from the Resilience and Planning Officer responsible for Business Continuity Management (BCM).

3.   The **Senior Management Team** will:

-    Be responsible for all functions of the Service , overseeing the development and implementation of Business Continuity Management (BCM) across SWFRS.

4.   The **Treasurer and Chief Officers** will:

-    Take ownership of Business Continuity Management (BCM) within their Directorates.
-    Ensure that Business Continuity Management (BCM) plans are in place for the services and activities provided within their service areas.
-    Ensure that these Business Continuity Management (BCM) plans are reviewed and exercised annually, this process needs to be auditable so details need to be captured.
-    Ensure that the continuity capability of key suppliers is considered when negotiating contract terms.
-    Promote the importance of Business Continuity Management (BCM) to all staff within their Directorates.

5. The **Managers** will:

    - Each be responsible for implementing the policy in their areas of activity, complying with departmental arrangements for producing and maintaining appropriate Business Continuity Management (BCM) plans to support their service and its activities, submitting them for Audit and approval and briefing their staff on their responsibilities within their plan.

6. All **Employees** will:

    - Be expected to co-operate and, where appropriate be part of the response arrangements in the event of Business Continuity Management (BCM) arrangements being invoked. This involvement will also include attending exercises and appropriate training.

7. All **SWFRA Members** will:

    - Be responsible for the effective governance in the delivery of services to the local community. Members have a responsibility to understand the strategic risks and the importance of effective Business Continuity Management (BCM) to mitigate the risk that business disruption would have on SWFRS. These risks are managed through the annual strategic and service planning process.

8. The **Resilience and Planning Officer** who is responsible for Business Continuity Management (BCM) will:

    - Provide regular status reports to the Business Continuity Management (BCM) "sponsor" and Business Continuity Management (BCM) "champion" as needed.
    - Develop and maintain a Business Continuity Management (BCM) Programme aimed at aligning the Service to ISO 22301:2012.
    - Develop, manage and review the Business Continuity Management (BCM) Planning Procedures.
    - Develop, maintain and disseminate a portfolio of resources – policy, procedure, templates.
    - Facilitate and guide directorates and departments in the development and implementation of a Business Impact Analysis (BIA) and a Business Continuity Plan (BCP).
    - Develop and deliver awareness programmes as necessary.
    - Develop and maintain working relationships with external parties.
    - Work in partnership with our SMT to ensure we are building resilience into our key services and work to mitigate threats posed to SWFRS.

Appendix B – Terminology

Business Continuity Management (BCM) Programme – Ongoing management and governance process supported by Top Management and appropriately resourced to implement and maintain Business Continuity Management (BCM). (This is the ISO definition of "Business Continuity Programme").

Business Continuity Management System (BCMS) – Part of the overall management system that establishes, implements, operates, monitors, reviews, maintains and improves business continuity.

Business Continuity Plan (BCP) – Documented procedures that guide organisations to respond, recover, resume and restore to a pre-defined level of operation following disruption.