

Departmental Business Continuity Framework

Part 1 – Policy and Standards

Departmental Business Continuity Framework

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Departmental Business Continuity Framework

Foreword

The Department for Work and Pensions has mature Business Continuity Management arrangements in place which are flexible and proven. It is seen as an exemplar of best practice by Cabinet Office and across government.

This revised Departmental Business Continuity Framework outlines these arrangements. As Executive Agency, Client Groups and Corporate Directorates review their plans in the coming year; they should take the opportunity to align with the guidance in the Framework.

In line with Cabinet Office requirements, the Department for Work and Pensions is aligning its business continuity management capability with the British Standard on Business Continuity Management, BS25999. This Standard provides a code of practice and a yardstick to assess an organisation's business continuity arrangements. Organisations that align themselves with the British Standard are likely to be more resilient in the face of a range of potential disruptions.

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Introduction

The Departmental Business Continuity Framework outlines the Business Continuity Management arrangements in the Department for Work and Pensions and how these align with the British Standard for Business Continuity Management, BS25999. It links to the Departmental Business Continuity Plan, which the Executive Team uses to manage any major disruption to the Department's business. The Framework is divided into sections, reflecting different parts of the Standard:

Section 1 - Policy;

Section 2 - Programme Management;

Section 3 - Understanding the Department;

Section 4 - Strategy

Section 5 - Response;

Section 6 - Exercising, maintaining and reviewing; and

Section 7 - Embedding business continuity in the Department.

This Framework is supported by a number of Framework Guides which are targeted at different audiences including business continuity planners, projects and contract managers. These guides are referenced throughout this document.

British Standard BS25999

The British Standard on Business Continuity Management (BS25999) was published by the British Standards Institute in November 2006. It was developed by practitioners throughout the business continuity community to provide a single point of reference for business continuity management across all organisations. The Standard is in two parts, Part 1 is a set of general principles for business continuity in the form of guidance, recommendations and standard terminology. Part 2 provides the specification against which BS25999 accreditation can be obtained.

The Departmental Framework has been aligned to conform with the principles detailed in Part 1 of BS25999.

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Section 1 - Policy

Purpose

1. The purpose of a business continuity management policy is to define the objectives and provide documented business continuity principles against which the capability can be measured. (BS25999-1; 4.3).
2. Business continuity management is a tool that is widely accepted across industry, to safeguard an organisation's business operations against threats and it works on a number of levels. It:
 - enables an organisation to improve its resilience;
 - provides the capability for an effective response to enable an organisation to maintain its critical functions during a disruption or catastrophe whilst protecting the interests of key stakeholders, reputation and brand; and
 - allows an organisation to exercise its arrangements to improve confidence in its ability to restore services to 'business as usual'.
3. This section outlines the commitment and principles for the business continuity management capability in the Department for Work and Pensions. This capability enables an effective response to business disruptions and external emergencies, from fires and floods, to less visible threats such as computer system failure or adverse publicity leading to reputational damage.
4. Business continuity management is the process through which the Department aims to maintain delivery of payments and key services to its customers during and following a disruption to business and to affect a recovery afterwards. The Departmental Executive Team is fully committed to business continuity management arrangements, which are embedded throughout the organisation.

Scope

5. The Departmental Business Continuity Framework is mandatory throughout every part of the Department. Every business unit, regardless of size, is expected to comply with its provisions, including the following:

Executive Agencies:

- Jobcentre Plus;
- Pension, Disability and Carers Service;

Client Groups:

- Strategy, Information and Pensions;
- Employment Group;
- Welfare and Wellbeing Group

Corporate Directorates:

- Change Programme;
- Communications;

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- Corporate IT;
- Customer Insight;
- Financial and Commercial;
- Health and Work;
- Human Resources;
- Legal Group; and
- Shared Services

Non-Departmental Public Bodies and Independent Statutory Bodies:

- Child Maintenance and Enforcement Commission;
 - Health and Safety Executive; and
 - Directgov.
6. Compliance with the Framework is required for Departmental programmes, projects and outsourced contracts and partnership arrangements and those responsible for negotiating and managing them.

Exclusions

7. Emergency evacuation procedures are the policy responsibility of The Human Resources Directorate Health and Safety Team. Trillium, the Department's Estates Provider is responsible for buildings disaster recovery plans.

Departmental Priorities

8. BS 25999 specifies that an organisation needs to identify its key products and services within the scope of its business continuity management capability. The Departmental Executive Team has defined the Department's critical activities by agreeing a number of Departmental priorities around which robust contingencies and contingencies plans should be based; these are:
- Assessment of social security claims and payments of benefits and pensions, all payments being of equal priority. (In the event of a major IT disruption, Social Fund, Jobseeker's Allowance, Income Support, Pension Credit and Pensions would be regarded as the highest priority benefits);
 - Assessment of Child Support maintenance and continuity of payments to parents with care;
 - Maintaining a basic job broking/placement function;
 - Payment of grants to business partners including payment of Housing Benefit/Council Tax Benefit subsidies to local authorities;
 - Payment to suppliers for goods and services; and
 - Payment of salaries and wages to Departmental staff.
9. These priorities will always be subject to review against wider priorities for Government in the event of a major cross-departmental disruption.

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Departmental Business Continuity Management Principles

10. Departmental business continuity management is based on a number of mandatory principles with which every Executive Agency, Client Group and Corporate Directorate must comply.
11. Non-Departmental Public Bodies and Independent Statutory Bodies are expected to adhere to these principles on 'a proportionate approach' basis.

Roles and Responsibilities

12. Appoint a Business Continuity Director and Business Continuity Manager; such roles are outlined in Section 2 – Programme Management and the post holders are responsible for ensuring an effective business continuity capability within their business area.

Business Impact Analysis:

- Develop and maintain a business impact analysis on the end to end process for their critical activities and priorities, which directly support the Departmental priorities. The aim being to ensure that Departmental priorities can be maintained at all times.
- The outcome of all business impact analyses must be the identification of the Maximum Tolerable Period of Disruption and the Recovery Time Objective for each critical activity. This will help to inform the development of disaster recovery objectives and contingencies that meet business needs and timescales.
- Every programme or project is responsible for updating or developing the business impact analysis together with the appropriate Executive Agencies, Client Groups or Corporate Directorates. The business impact analysis will inform the development of business continuity and contingency capabilities for new or reviewed business processes or IT systems.

Business Continuity Planning:

- To plan for the effects of an incident or disruption, rather than planning for its cause.
- Have its own business continuity plan which is supported by lower level plans and must contain the following elements:
 - An accountable owner and invocation arrangements;
 - A communications strategy including roles, responsibilities and contact information for key individuals;
 - Interdependences;
 - Business priorities; and
 - Threats and contingencies for managing a loss of people, premises; technology, key suppliers and partners and supplies.

Exercise and Maintenance:

- The business continuity plan must be exercised on a regular basis which must be at least annually.

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- The business continuity plan exercise must be followed by a lessons learned exercise. This must include the production of a lessons learned report; and
- The business continuity plan must be revised and updated to take account of the lessons learned report.

Incident Management and Escalation:

- Incidents should be managed at the lowest appropriate level within each Business Unit.
- If an incident or disruption cannot be managed at the lowest level and through normal business arrangements or via the invocation of individual Business Continuity Plans, or if the disruption is likely to impact on other Business Units, Business continuity managers must escalate the management of the disruption to the next level within their Business Unit. The process of escalation continues as required until the top level is reached and the Departmental Business Continuity Plan is invoked.
- All major incidents or disruptions are managed centrally, using the processes outlined in the Departmental Business Continuity Plan, including the Major Media /Incident Briefing Process.

Assurance:

- Provide written assurance to the Departmental Business Continuity Manager by end of May each year, confirming that they can meet their critical activities and priorities in the event, or threat, of a disruption.
- Every Departmental programme or project must provide assurance that business continuity and IT Service Continuity Management products have been developed, in line with the change lifecycle.
- Category managers and strategic sourcing managers must provide assurance that every outsourced contract and partnership arrangement has appropriate business continuity and, where appropriate, IT service continuity management capabilities.

Training and Awareness:

- Maintain a culture of business continuity awareness across the Department through induction, e-learning, in-house workshops and raising awareness via the Departmental Business Continuity intranet website and during the annual Business Continuity Awareness Week.
- Training and development must be made available to business continuity practitioners, using courses and accreditation from the Business Continuity Institute.

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Section 2 - Programme management

Purpose

1. The purpose of business continuity programme management is to outline an organisation's business continuity management roles, responsibilities and structures. (BS 25999-1; 5).
2. Programme management is central to the business continuity management lifecycle as illustrated in the chart below and enables an organisation to clarify its top management participation and governance.

Business Continuity Management Lifecycle

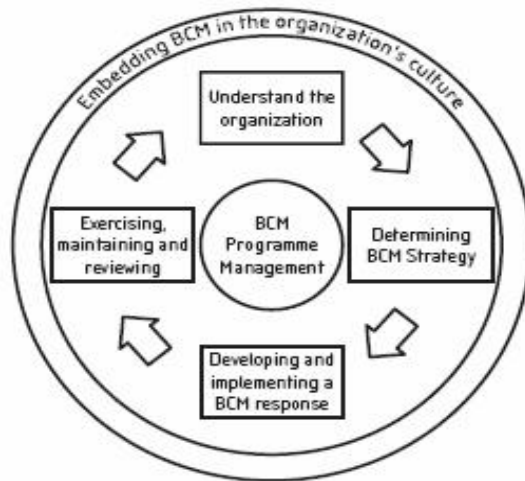


Figure1 – The Business Continuity Management Lifecycle [source: British Standards Institute: BS25999 – Business continuity Management – Part 1: Code of Practice; BSI 2006

Departmental Arrangements

3. The Department has a well defined business continuity programme management structure in place. Key roles and responsibilities during steady state are outlined below. Most of the individual and group roles described have additional responsibilities in the event of a disruption or invocation of the Departmental Business Continuity Plan. These additional responsibilities for these key roles during disruption to Departmental business are outlined at Section 5 – Response.

Departmental Business Continuity Director

4. The Departmental Business Continuity Director role is held by a member of the Department's Executive Team, in addition to their Directorship. This role is accountable to the Permanent Secretary, Executive Team and the Departmental Board for ensuring robust business continuity capabilities are in place across the Department. The post holder reports to the Permanent Secretary and Executive Team colleagues on a regular basis and provides them with a quarterly update on business continuity. Their role during steady state is to:

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- develop, co-ordinate and improve Departmental arrangements and the Departmental Business Continuity Plan;
 - ensure the Departmental Business Continuity Plan is regularly exercised;
 - embed Business Continuity throughout the Department; and
 - act as the Department's internal and external focal point for business continuity management issues including liaison with other government departments and the Civil Contingencies Secretariat.
5. The Departmental Business Continuity Director chairs a regular Business Continuity Strategic Forum to consider strategic issues with Business Continuity Directors from across the Department. This ensures high level, 'top-down' issues and decisions can be quickly disseminated to every part of the Department and current issues or concerns are given due consideration across all Departmental Business Units.

Strategic Lead for Business Continuity

6. This senior role provides full time support for the Departmental Business Continuity Director and is responsible for:
- setting the strategic direction for Departmental business continuity management, improving capability and resilience;
 - representing the Department at cross-government business continuity fora; and
 - supporting the Departmental Business Continuity Director and the Executive Team in cross government and COBR related issues.

Departmental Business Continuity Manager

7. The Departmental Business Continuity Manager is a full time post, reporting directly to the Strategic Lead for Business Continuity and is responsible for the day-to-day management of the Departmental Business Continuity Management Team. The Departmental Business Continuity Manager is responsible for:
- providing assurance to the Departmental Business Continuity Director on Departmental business continuity management capability;
 - providing support for the Departmental Business Continuity Director on business continuity issues;
 - providing assurance that business continuity is embedded within the Department;
 - providing corporate policy and guidance to business continuity managers across the Department;
 - maintaining the readiness of the Departmental Business Continuity Management Team to respond to incidents;
 - providing the primary point of contact for major disruptions and acting as gatekeeper for messages being placed on the Staff Emergency Information Line, both in and out of hours; and
 - regular liaison with business continuity managers from across the Department.

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Departmental Business Continuity Management Team

8. The Departmental Business Continuity Management Team is a small expert team of business continuity professionals who report directly to the Departmental Business Continuity Manager. The team has resilient arrangements, being based across three sites, Leeds, London and Norcross and provides a range of business continuity advice, guidance, planning, briefing and training to the Department's businesses. Individual team members have responsibility for supporting each of the Department's business units by offering direct guidance and support to each business and their associated projects as required. The Team stand ready to assist with the management of incidents by providing immediate secretariat functions when required.

Executive Agencies, Client Groups and Corporate Directorates

9. Every Executive Agency, Client Group and Corporate Directorate in the Department has its own Business Continuity Director and Business Continuity Manager. Each Business Continuity Director is responsible for providing assurance on their business continuity capability and alignment to the Departmental Business Continuity Framework to the Departmental Business Continuity Director and supports this role via the Business Continuity Strategic Forum.

Business Continuity Director

10. Every Business Continuity Director is accountable to their Executive Team member for the business continuity capability of their Agency or Directorate and is responsible for:
 - appointing a Business Continuity Manager who has daily control of business continuity management for their business units;
 - providing assurance to the Departmental Business Continuity Director that business can be maintained in the event of a disruption;
 - determining the level of planning required throughout their unit and agreeing the business priorities for business continuity planning purposes;
 - maintaining and steering business continuity management in their business units in line with this Framework and agreed Departmental priorities; and
 - invoking their business continuity plan in the event of a disruption.

Business Continuity Manager

11. Every Business Continuity Manager has primary responsibility for day-to-day business continuity issues within their business units during steady state. Their role is to actively promote continuity planning within their business units and supporting managers with their plans. Responsibilities include:
 - ensuring appropriate continuity plans are in place;
 - embedding business continuity management into their business units, ensuring planning takes place in a co-ordinated and structured manner;

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- co-ordinating the development of suitable business continuity and contingency arrangements for those corporate business processes owned by the business units, or for which it has responsibility;
- liaising with other business continuity managers to establish assumptions such as moving key work or staff to other locations during a disruption. These should be agreed, in advance, documented in the relevant business continuity plans and shared with those affected;
- Providing the focal point for business continuity issues for their business units;
- receiving and agreeing requirements for messages on the Staff Emergency Information Line and providing first point of contact in the event of major disruption;
- evaluating the arrangements during disruption and instigating a lessons learned exercise to improve procedures for the future; and
- ensuring that business continuity plans are exercised annually and are updated to reflect relevant changes.

Other Business Units

12. The business continuity management arrangements for Non-Departmental Public Bodies and Independent Statutory Bodies will vary and be commensurate with their size or complexity. Some, such as the Child Maintenance and Enforcement Commission, use a structure that directly mirrors Departmental principles, i.e. Business Continuity Director, Manager and supporting Team. Others have a business continuity manager only. As a minimum, each should have a business continuity nominated contact and a business continuity plan.

Business Continuity Key Forums

Business Continuity Strategic Forum

13. The Business Continuity Strategic Forum comprises Business Continuity Directors and senior representatives from Executive Agencies, Client Groups and Corporate Directorates. This Forum is chaired by the Departmental Business Continuity Director, with secretariat provided by the Departmental Business Continuity Management Team. The Forum's purpose is to make strategic business continuity decisions across the Department, consider 'known threats' and other high level risks, and steer action as required. It also ensures cross cutting connections are made between business continuity planning, corporate planning and risk management.

Business Risks Working Group

14. The Business Continuity Managers and other operational representatives from all Departmental business units attend regular Business Risks Working Group meetings. The quarterly face to face meetings are chaired by a senior Operations Manager and the monthly teleconferences are chaired by the Departmental Business Continuity Manager. The Business Risks Working Group focuses on maintaining Departmental priorities by the identification of risks to the continuity of business within their area and identifying cross cutting issues whilst reviewing

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their own business continuity arrangements. Sub groups are convened to work on specific issues when required.

Policy Contingency Task Force

15. From time to time, specific business continuity policy issues or areas require specialist analysis. The Policy Contingency Task Force is convened by the Departmental Business Continuity Director as required and is used for this purpose. It is chaired by, and comprises, senior officials from within policy, legal and financial business areas, who use existing networks and policy expertise to consider and provide briefings on specific topics as instructed.
16. In the event of a disruption or invocation of the Departmental Business Continuity Plan, or when the Major Media /Incident Briefing Process is invoked, the Policy Contingency Task Force takes on disruption-specific responsibilities, which are covered in further detail in the 'Response' section.

Departmental Business Continuity Management Documentation

17. The Departmental Business Management Team has responsibility for the Departmental Business Continuity Framework and a number of key corporate business continuity plans as follows:

The Departmental Business Continuity Plan

18. This is the top level Business Continuity Plan in the Department, below which Executive Agency, Client Group and Corporate Directorate business continuity plans sit. It is used to manage the Departmental response to a wide range of incidents and disruptions, from major cross-government national emergencies, through to specific 'known threats' such as staff industrial action or disruption to fuel supplies. It also includes the Departmental Business Continuity Key Contacts List.

The London Head Office Business Continuity Plan

19. This plan outlines the Business Continuity Management capability for the London Head Office estate, which comprises a number of locations. The London Estate will be rationalised to a two roof solution by late 2009.

The Departmental Central London 5 Kilometre Evacuation Plan

20. This plan contains evacuation arrangements in the event of a widespread disruption or crisis affecting central London. It includes information on the use of the Departmental Crisis Management Centre for the Executive Team, Ministers and their Private Offices, together with information on the cross-government arrangements in place.
21. Stringent control mechanisms are in place to govern the handling, approval, quality assurance and onward distribution of all business continuity management documentation.

Other Plans

22. Across the Department, there are large numbers of business continuity plans which are regularly produced and maintained, contributing to the overall

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Programme. Every Executive Agency, Client Group and Corporate Directorate has its own business continuity plan, supported by plans at operational level. Additionally, there are a number of business continuity plans specific to multi-occupied buildings and sites outside the London area.

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Section 3 - Understanding the Department

Purpose

1. The purpose of 'understanding the organisation' in the British Standard on Business Continuity Management is to enable an organisation to identify its key products and services and the critical activities and resources that support them, thereby ensuring its business continuity management programme is aligned to the organisation's objectives, obligations and statutory duties. (BS 25999-1; 6).

Critical Activities

2. The Department for Work and Pensions is the largest government department, employing over 100,000 people around the country. It is responsible for delivering support and advice through a modern network of services to people of working age, employers, pensioners, families and children and disabled people. It operates from over a thousand locations and makes more than 720 million payments to customers and staff, playing a vital role to play in the economic and social well-being of Great Britain and its people.
3. The Department's public service agreements are underpinned by the Departmental strategic objectives, which represent the fundamental purpose and future direction of the Department. The strategic objectives of the Department, within the resources available to it, are to:
 - reduce the number of children living in poverty;
 - maximise employment opportunity for all;
 - improve health and safety outcomes;
 - promote independence and well-being in later life, continuing to tackle pensioner poverty and implementing pension reform;
 - promote equality of opportunity for disabled people;
 - pay our customers the right benefits at the right time; and
 - make DWP an exemplar of effective service delivery to individuals and employers.
4. The Department's business continuity management programme supports each of these Departmental Strategic Objectives, with particular emphasis on 'pay our customers the right benefits at the right time'.
5. The Departmental Executive Team has defined its critical activities by agreeing a number of Departmental priorities that are outlined in Section 1 - Policy. These critical activities and the plans in place to protect them are contained in the Departmental Business Continuity Plan.

Identifying Threats - Horizon Scanning

6. One of the roles of the Departmental Business Continuity Management Team is to identify and gather information on new and existing threats to the Department. This is achieved via a number of methods:

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- Horizon scanning both internally and externally;
 - Business impact analyses; and
 - Development of corporate contingencies for inclusion in the Departmental Business Continuity Plan as new known threats.
7. Horizon Scanning is defined by the Government Office for Science as:
- 'the systematic examination of potential threats, opportunities and likely future developments, including (but not restricted to) those at the margins of current thinking and planning.'*
8. Horizon scanning may explore novel and unexpected issues as well as persistent problems or trends. The Department receives a number of restricted Horizon Scanning publications from Cabinet Office's Civil Contingencies Secretariat on a regular basis, covering broad macro information on the U.K. economy, the global context, trend analysis, known issues, likely threats and risks. These are assessed to ascertain the extent of these issues on the Department, its priorities and customers.
9. The Departmental Business Continuity Management Team maintains regular liaison with colleagues at the Civil Contingencies Secretariat. The Department is also represented on the cross-government Business Continuity Forum and attends a number of industry-specific meetings and forums, such as those organised by the Business Continuity Institute. Further information is obtained internally, from the Department's business units, if operational threats are identified.

Business Impact Analysis

Development of Corporate Contingencies

10. Once a new threat – or significant change to an existing one – has been identified, the Departmental Business Continuity Management Team will subject the issue to business impact analysis, usually by workshop or seeking the required business impact analysis from the business owner of the risk or threat. The conclusions of the business impact analysis would then be presented to the Department's Business Continuity Directors in the form of a 'known threats' paper for consideration.
11. The Business Continuity Directors will then discuss the threat at the Business Continuity Strategic Forum, agree any additional steps and commission further work if required. The Departmental Business Continuity Manager will involve the Business Risks Working Group to look at lower level planning where necessary.
12. Once the nature of the threat, its impact and mitigating strategies have been fully identified understood and agreed, a decision is taken on whether the nature of the threat justifies inclusion in Part 3 of the Departmental Business Continuity Plan. If included in the Plan, the threat may be subject to regular exercise and review. If not, a record is stored for audit purposes.

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Executive Agencies, Client Groups and Corporate Directorates

13. Managing change is an integral part of the Department's operating environment. Each change needs to be fully impacted across the Department's businesses, whether or not threats are apparent. This is done by carrying out a business impact analysis to assess the impact of change on each of the Department's business processes, including those resulting from projects.
14. Every Executive Agency, Client Group and Corporate Directorate should conduct a business impact analysis on the end to end process for their critical activities and priorities. This should include those which directly support the Departmental priorities, the aim being to maintain these priorities at all times. The outcome of all business impact analysis must be the identification of the Maximum Tolerable Period of Disruption and the Recovery Time Objective for each critical activity. This will help to inform the development of disaster recovery objectives and contingencies that meet business needs and timescales.
15. A Framework Guide on Business Impact Analysis is available.

Programmes and Projects

16. Every programme or project is responsible for business impact analysis to inform the development of business continuity and contingency capabilities for new or reviewed business processes or IT systems. When a programme or project is introducing a new or revised business process or IT system, a business impact analysis should be developed and impacted against existing Executive Agency, Client Group and Corporate Directorate business impact analysis documentation. The Departmental Business Continuity Management Team will facilitate this by engaging with the relevant business continuity managers to establish the impact on their business impact analysis documentation. The completed business impact analysis will then be owned by the business process or IT system owner and updated as required.
17. A Framework Guide on Business Continuity Products for Projects and Programmes is available.

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Section 4 - Strategy

Purpose

1. The purpose of determining a business continuity strategy in the British Standard on Business Continuity Management is to enable an organisation to consider strategic options for its critical activities and the resources that each activity will require on its resumption. (BS 25999-1; 7.2). The most appropriate strategies will depend on a range of factors including the maximum tolerable period of disruption of the critical activity and the consequences of not taking action.

Overview of the Department

2. The Department is a resilient organisation with large number of business units and delivery outlets, enabling the transfer of resources across business areas to meet increased demands, subject to a number of provisos including the extent of the disruption and staff having the relevant skills. The Department's business continuity management strategy includes planning for the effect of an incident or disruption, rather than its cause. This enables the Department and each of its business units to develop plans on how to manage loss of resources, rather than focusing unnecessarily on what has caused those resources to reduce. For instance a loss of staffing resource, whether caused by industrial action, sickness, travel disruption, or other reasons, is still a loss of staffing resource and as such is a known consequence that can be planned for and managed irrespective of its cause.

Strategy Options for Departmental Resources

3. Business continuity planning strategies are required for the loss of the following resources:
 - People
 - Premises
 - Technology - IT applications, infrastructure and hardware;
 - Key suppliers and partners (BS2599, 7.8 definition refers to stakeholders)
 - Supplies – core supplies to support critical activities including claim forms, printed outputs and secure print.
4. Information (BS 25999, 7.6 refers) is covered by the Departmental Information System Security Standards and Information Security Policies and is therefore excluded.
5. At Departmental level, Part 3 of the Departmental Business Continuity Plan includes a set of corporate contingencies, called known threats, which outline the Departmental response to a range of disruptive events..
6. Every Executive Agency, Client Group and Corporate Directorate is required to document its strategies for mitigation against the loss of each of the resources above, apart from supplies in their business continuity plans.

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7. More detail on Departmental resources is available in the Framework Guide on Business Continuity Plans and Planning. The following paragraphs provide an overview.

People

8. An incident or disruption could cause a temporary or permanent loss of the Department's staff, including those with specialist skills or knowledge. There are a number of mitigation strategies that are employed at all levels (from Departmental level through to business unit or team level) to protect against this risk including:
- Providing the relevant level of training across teams to cross/multi-skill them, removing the likelihood that specialists will become 'single points of failure' whose skills and knowledge cannot be replaced;
 - Succession planning to ensure staff are suitably equipped to perform when filling vacancies caused by promotion, retirement, transfer etc;
 - Documenting key processes so that unskilled/untrained staff can conduct tasks that they are unfamiliar with;
 - Simplifying critical processes; and
 - Locating staff in more than one geographical location where possible.
9. Decisions on the redeployment/relocation of staff across client groups in order to mitigate the impact of disruption on delivery of agreed Departmental priorities will be made by the appropriate Disruption Executive. Such decisions will need to take account of:
- Number and location of available staff;
 - Existing skills and knowledge of available staff;
 - Potential training requirements; and
 - Capacity and capability to deliver additional training during a disruption scenario.

Premises

10. The Department has inbuilt resilience by virtue of having a large number of premises across the country and so has flexibility in moving work or people. Where appropriate and technically possible, work can be moved between geographical locations to reduce pressure on premises that are inaccessible or experiencing reduced staffing or increased customer attendance.
11. The Department has a bespoke and secure Crisis Management Centre that is available to support Continuity of Government. The Crisis Management Centre is within commutable reach of Whitehall and has full IT, telephony and all necessary support. The location and facilities of the Crisis Management Centre are documented in a plan that is made available to a limited number of key individuals. Each Executive Team member has a map detailing the location of the Crisis Management Centre.
12. An incident or disruption could cause a temporary or permanent loss of Departmental premises – either those owned directly by the Department or those

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in which the Department is a joint occupier, perhaps alongside other government departments.

13. There are a number of mitigating options or strategies that should be considered depending on the scale and timescales involved: -
- A 'do nothing' strategy may be acceptable for certain business with a low priority;
 - Making use of existing accommodation in other locations or external premises, meeting rooms;
 - Use of alternative working procedures, such as videoconference meetings;
 - Seeing customers at alternative locations – including other Departmental offices, public locations such as libraries or in the customer's own home if required;
 - Displacement, involving displacing staff performing less critical activities to accommodate staff performing more critical work;
 - Use of alternative working patterns such as home working, including remote working via departmental laptops using broadband or dial up connections by working from home or other non-departmental locations;
 - Reciprocal agreements with other business units, government departments or partners; and
 - Using a generic approach agreed with Executive Agencies for large sites with more than 100 staff, where a forum would be set up to agree arrangements.

Technology - IT Applications, infrastructure and hardware

14. The Department is heavily dependent on IT to deliver its critical activities including payments to customers and Corporate IT Directorate manages these contractual partnerships with IT providers. Disruptions to IT services and telephony are handled via incident management arrangements. The Executive Agencies have contingencies in place to ensure service to customers continues in the event of disruption to IT services.
15. The Department has IT Service Continuity Management arrangements in place which ensure resilient IT and disaster recovery arrangements for critical systems that would ensure system availability at the alternative site 24 hours from invocation. Specific known threats on Major IT Loss and IP Telephony are included in the Part 3 of the Departmental Business Continuity Plan.
16. A Framework Guide to IT Service Continuity Management is available.

Key Suppliers and Partners

17. The Department relies heavily on key suppliers and partners to support delivery of business and critical activities. Such suppliers will have their own business continuity capability in place to ensure they can continue to support Departmental business in the event of disruption to services. Despite this, it is vital for the Department to have contingency options, should a supplier be unable to meet their contractual obligations to the Department.
18. The mitigation strategies to help manage this risk include:

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- ensuring that all outsourced contracts and partnership arrangements and those responsible for negotiating and managing them have business continuity plans in place that are regularly exercised;
- having alternative suppliers available where feasible;
- using alternative methods to bypass supply where required. The extent to which alternative methods are employed is commensurate with the level of risk and disruption. This can range from an employee using a bicycle to travel to work during a loss of fuel supplies, through to the entire postal system being bypassed during times of Royal Mail industrial action; and
- monitoring and horizon scanning for new or increased threats to the supply chain.

19. Specific known threats covering disruption to suppliers include fuel supplies, utility services and postal services are detailed in Part 3 of the Departmental Business Continuity Plan.

20. A Framework Guide for Category and Contract Managers is available.

Supplies – Stationery Supplies

21. Core supplies to support critical activities include claim forms, printed outputs and secure print used at the data centres for customer payments. Local business units are responsible for ensuring that they have adequate clerical supplies, for those items which are not issued electronically.

22. The Print and Associated Services Solution contract provides a centralised and holistic solution for the provision of print and associated services. This includes core business print (forms and leaflets), secure print, direct mail, some marketing and publicity, stationery, reprographics, warehousing, delivery and the full end-to-end management of the supply chain.

23. This contract provides the Department with a single interface to manage its print and associated service requirements including:

- A single point of contact – via the iON contact centre;
- On-line catalogues and requisitioning through the Resource Management System; and
- Logistics and warehousing – coordinated orders.

24. The Department, EDS and iON are putting in place a disaster recovery solution to ensure that adequate stocks of secure print and printed output are replicated at both print centres.

Departmental Business Continuity Framework

Section 5 - Response

Purpose

1. The purpose of developing and implementing a business continuity management response in the British Standard on Business Continuity Management is the development of appropriate plans and arrangements to ensure the continuity of critical activities. (BS 25999-1; 8.2). This section outlines the Departmental incident response structures and documents how this structure is used to activate, operate, coordinate and communicate the incident response, including the recovery phase.

Departmental Incident Response Structure

2. The Department has an advanced, well rehearsed, tiered incident response structure, which can be activated at very short notice to enable it to quickly and appropriately manage any incident or disruption to its business. There are several elements to this structure, each of which can be used in isolation or in conjunction with others as required to ensure a proportionate response. These elements include:
 - The Departmental Business Continuity Plan;
 - Incident management roles and responsibilities;
 - Communications strategy;
 - Financial arrangements; and
 - Recovery.

Departmental Business Continuity Plan

3. The Departmental Business Continuity Plan contains the procedures that the Executive Team would use during an incident or disruption to the Department. It is published on the intranet and is also issued in printed format to the Executive Team and other key stakeholders. The Departmental Business Continuity Plan comes in three parts:
 - Part 1 - The Departmental Business Continuity Plan contains the generic instructions that the Executive Team would use to manage a disruption to the Department;
 - Part 2 - Departmental Crisis Management Response contains the Department's arrangements for handling major incidents or catastrophes;
 - Part 3 - Departmental Response to Known Threats contains a number of Departmental contingencies for managing known threats to the Department; and
 - Part 4 - Departmental Key Contacts List contains key contact details that are updated and issued monthly. Out of hours details are available to receipted copy recipients only i.e. the Executive Team, Private Office and the Departmental Business Continuity Management Team.

Departmental Business Continuity Framework

Invocation Authority

4. The decision to invoke the Departmental Business Continuity Plan can only be made by Executive Team members and the authority to invoke does not pass to deputies. It can only be invoked by the following chain of command sequence: -
 - The Departmental Business Continuity Director;
 - The Group Finance Director General;
 - The IT Director General and Chief Information Officer;
 - The Employment Group Director General;
 - The Strategy, Information and Pensions Director General;
 - Legal Group Director General;
 - The Group Human Resources Director;
 - The Director of Communications;
 - The Jobcentre Plus Chief Executive; and
 - Welfare and Well-being Group Director General.
5. Executive Team members have agreed to ensure that colleagues within the chain of command are aware of any periods of absence or unavailability that may affect the invocation process and notify the Departmental Business Continuity Manager accordingly.
6. The Executive Team member responsible for invoking the Plan will, where practicable, consult with the Permanent Secretary before invoking the Plan. They will also contact the Departmental Business Continuity Manager, who will take the appropriate invocation actions, including setting up a number of supporting structures.

Invocation and Escalation Arrangements

7. There are a number of triggers that could lead to the Departmental Business Continuity Plan being invoked, with the consequential incident response structures being brought into play. In some instances the supporting structures and expertise would be used without the Plan being invoked, to support the management of an incident that is not primarily a business continuity disruption.
8. Every Executive Agency, Client Group, Corporate Directorate and Business Unit in the Department has its own business continuity plan, which details the process and authority for invoking and escalating it during an incident or disruption. A Framework Guide to business continuity planning is available
9. Minor business continuity incidents occur on a regular basis and are handled as part of normal business e.g. short-term staff absence in a local office. Such incidents or minor disruptions may require the invocation of a local team or business unit's business continuity plan and reprioritisation of work. A Framework Guide to localised incident response is available.
10. If an incident or disruption cannot be managed through normal business arrangements, or if it is likely to impact another business area, the business continuity plan owner (usually the Business Continuity Director or Manager) will ~~escalate the management of the disruption to the next level up and the relevant~~

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business continuity plans will be invoked as required. This escalation is repeated as required (e.g. from team level, to office level, to district level, to regional level, to Executive Agency level). If the Executive Agency, Client Group or Corporate Directorate Business Continuity Plan is invoked, this will trigger the invocation of the top level Departmental Business Continuity Plan.

11. Under certain circumstances, an incident that would not generally involve the Departmental Business Continuity Management Team, can lead to invocation of the Departmental Business Continuity Plan. An example of this would be a disruption affecting access to an IT system, which would be managed using established IT incident management arrangements. However if the IT disruption started to impact Departmental priorities and critical activities, this would lead to the Plan being invoked.
12. Examples of triggers which would result in the invocation of the Departmental Business Continuity Plan are as follows:
 - Disruption to critical activities caused by the materialisation of known threats listed in Part 3 of the Plan;
 - A major incident defined by the emergency services as an emergency that requires the implementation of special arrangements by one or all of the emergency services. It will generally include the involvement, either directly or indirectly, of large numbers of people, i.e. the large scale combined resources of the police, fire brigade and ambulance service. An example of this is a fire, bomb or flood. If the disruption affects a major geographical area it will trigger a Departmental response to ensure a strategic overview can be applied; and
 - Business unit escalation – If an Executive Agency, Client Group or Corporate Directorate Business Continuity Plan is invoked, this could trigger the invocation of the Departmental Business Continuity Plan if a Departmental response is required.
13. In the event of a major story breaking in the media that has the potential to cause damage to the Department's reputation or any emergency situation requiring external briefing on Departmental policy or operations, the supporting structures and expertise outlined in the Major Media Handling /Incident Briefing Process would be used. This would not normally require the invocation of the Departmental Business Continuity Plan.

Major Incident Involving the Emergency Services

14. Part 2 of the Departmental Business Continuity Plan contains detailed information that the Executive Team would use to manage the Departmental response to a major incident or civil emergency, including invocation and recovery arrangements. A Framework Guide to incident response involving the emergency services is available.

Incident Management Roles and Responsibilities

15. The Department has a well defined business continuity programme management structure in place. Most of the individual and group roles have additional responsibilities in the event of a disruption or invocation of the Departmental Business Continuity Plan, ensuring that the Department has well defined

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response and supporting structures in place. Key roles and responsibilities during disruption are outlined below.

Departmental Business Continuity Director

16. During a disruption, the Departmental Business Continuity Director is responsible for invoking the Departmental Business Continuity Plan and leading appropriate activities to manage the disruption as follows:
- Invoking the Departmental Disruption Secretariat to coordinate and control Departmental communications;
 - Convening and holding executive authority for the Departmental Disruption Executive;
 - Convening and holding executive authority for the Departmental Disruption Forum;
 - Providing for the escalation of issues to the Departmental Disruption Executive if resolution cannot be agreed within the Departmental Disruption Forum;
 - Determining the appropriate operating structure to ensure continuity of Departmental business during the disruption and period of recovery;
 - Reporting on the status of disruption, invocation and effectiveness of arrangements;
 - Providing the Departmental focal point and taking responsibility for the downward invocation of business continuity plans in the event of a national incident or civil emergency that has the potential for a significant impact on Departmental business;
 - Deciding when to return to normal operations (steady state) following a disruption; and
 - Commissioning a lessons learned report following return to steady state.
17. If the Departmental Business Continuity Director is not available the role will be undertaken by the next person in the Executive Team chain of command as identified in the Departmental Business Continuity Plan.

Strategic Lead for Business Continuity

18. This senior role provides full time support for the Departmental Business Continuity Director in their responsibilities during a disruption and will take part in all Departmental Disruption Executive meetings, providing the focal point on Continuity of Government and cross government issues.

Departmental Business Continuity Manager

19. The Departmental Business Continuity Manager's responsibilities during a disruption include:
- providing support to the Departmental Business Continuity Director and the Strategic Lead for Business Continuity;
 - convening the Departmental Disruption Secretariat to co-ordinate communications and to provide support and secretariat functions;

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- setting up first and subsequent teleconferences/meetings of Departmental Disruption Executive, providing details and a fixed agenda; and
- ensuring lessons learned are actioned as appropriate and the Departmental Business Continuity Plan is reviewed.

20. It should be noted that not all incidents or disruptions will lead to the invocation of the Departmental Business Continuity Plan, though some or all of the above activities may be set in place.

Executive Agencies, Client Group and Corporate Directorates

21. During a disruption, the Business Continuity Director from every Executive Agency, Client Group or Corporate Directorate will assume responsibility for invoking their business continuity plan and will maintain regular contact with the Departmental Business Continuity Director, attending Departmental Disruption Executive meetings as required. Business Continuity Managers will provide operational management, liaising closely with the Departmental Business Continuity Manager and their Team as required throughout the disruption.

Disruption Forums and Supporting Groups

22. Once the Departmental Business Continuity Plan has been invoked, a number of pre-arranged incident response structures will automatically be initiated to enable the Executive Team to strategically manage the incident. These structures are described below.

Departmental Disruption Executive

23. The Departmental Disruption Executive is convened at short notice following invocation of the Departmental Business Continuity Plan to take command of the management of the disruption and mobilise a Departmental response. It is chaired either by the Permanent Secretary or by the Departmental Business Continuity Director, reporting to the Permanent Secretary and comprises Executive Team members and key Business Continuity Directors. A fixed agenda ensures that all issues are quickly identified for analysis and action. It will take early strategic decisions based on the scope of the disruption to try to minimise the impact on customers, staff or services and will also:

- broker and inform strategic, cross-organisational decisions;
- mobilise resources and enforce or reprioritise internal arrangements as required to ensure continuity of business;
- convene the Departmental Disruption Forum and appoint its Chair; and
- manage conflicts and tensions arising between competing business units that cannot be resolved by the Departmental Disruption Forum.

24. The Departmental Disruption Executive maintains the flexibility to convene additional supporting forums, depending on the nature of the crisis or disruption.

Departmental Disruption Forum

25. The Departmental Disruption Forum is convened by the Departmental Disruption Executive as required during a disruption, to provide operational management and a link to affected businesses and expert domains. The membership and Chair

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of the Forum are determined by the Departmental Disruption Executive, taking account of the nature of the disruption and advice received from the Strategic Lead for Business Continuity. The Chair will always be at SCS level and its membership will include appropriate Business Continuity Directors and Managers, other senior managers and individuals from specialist areas within Corporate Directorates. This Forum is informed and supported by lower level plans and forums.

26. This Forum will:

- provide relevant expertise to inform Forum discussions;
- provide a link to affected businesses and expert domains;
- co-ordinate handling arrangements;
- co-ordinate the decision- making processes e.g. prioritisation of business in the event of limited capacity;
- mobilise resources;
- enforce or reprioritise internal arrangements as required to ensure continuity of business; and
- provide considered options and preferred solutions to the Departmental Disruption Executive. Any conflict of priorities that cannot be resolved by the Forum will be escalated to the Departmental Disruption Executive for resolution.

Departmental Disruption Secretariat

27. The Departmental Disruption Secretariat is convened and managed by the Departmental Business Continuity Manager to coordinate all Departmental communications once the Departmental Business Continuity Plan is invoked. It is formed by members of the Departmental Business Continuity Management Team and has the flexibility to operate from any location. The Departmental Disruption Secretariat will: -

- provide a focal point to control and coordinate all Departmental communications and activity;
- notify the Executive Team, Child Maintenance and Enforcement Commission, Cabinet Office, HM Revenue and Customs, Ministry of Defence (Veterans Agency), Northern Ireland Social Security Agency and nominated Departmental key contacts that the Plan has been invoked;
- supply dial in details and a fixed agenda for the initial Departmental Disruption Executive teleconference and provide secretariat support for all subsequent meetings, including any held by the Departmental Disruption Forum;
- cascade information to and from the Departmental Disruption Executive, including arranging for senior management decisions and messages to be communicated throughout the Department; and
- provide briefing for Ministers in agreement with the Departmental Disruption Executive chair; and

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- work with Internal Communications and National Press Office to develop key messages for staff, customers and the media.

Policy Contingency Task Force

28. The Policy Contingency Task Force exists in 'steady state' to consider policy issues in detail on an ad hoc basis if required by the Business Continuity Strategic Forum. During an invocation of the Departmental Business Continuity Plan, the Task Force can be convened by the Departmental Business Continuity Director to provide briefing on the policy and legal implications of the disruption, working in conjunction with the Departmental Disruption Forum.

Assessment Forum

29. In the event that the Major Media Handling /Incident Briefing Process is invoked, an Assessment Forum will be convened as quickly as possible to assess the seriousness of the situation and agree a strategy to manage it. Roles and responsibilities together with a fixed agenda are outlined in this Briefing Process, in Part 3 of the Departmental Business Continuity Plan.

Communications Strategy

30. The Departmental Disruption Secretariat works closely with the Internal Communications and National Press Office and acts as a control centre for the collection and dissemination of all internal and external communications. It is the primary point of contact for all communications and will use all available routes to disseminate any information. These routes could vary depending on the nature of the disruption and could include:

- Headline News articles and Q&A on the Departmental Intranet;
- Bulletins cascaded via the business continuity managers;
- Updates to the Staff Emergency Information Line and website; and
- Mobile phone SMS text alerts via Rapide Response.

Major Media /Incident Handling Process

31. Part 3 of the Departmental Business Continuity Plan contains a Media Handling /Incident Briefing Process that is to be followed where any major political or policy story that breaks in the media has the potential to cause damage to the Department's reputation.

Departmental Key Contacts List

32. The Departmental Business Continuity Management Team holds and maintains a list containing contact details for every critical business continuity team, individual and stakeholder. The contacts list forms Part 4 of the Departmental Business Continuity Plan. It is updated and circulated monthly to all key contacts contained within the List. A restricted list is circulated in hard copy format to a limited number of key individuals – the Executive Team, Private Office and the Departmental Business Continuity Management Team. This restricted list contains out-of-hours and emergency contact details.

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Financial Arrangements

33. The Permanent Secretary, as Departmental Accounting Officer, remains responsible for ensuring expenditure is properly controlled during a disruption. The Department has established emergency arrangements, which provide authority, on invocation of the Departmental Business Continuity Plan, for certain senior officials to override or bypass existing Departmental approval procedures. This will enable the Department to react quickly in the event of an emergency. Upon receipt of the relevant authority, the Departmental Business Continuity Manager will arrange for the appropriate cost centres to be opened. Further details about these arrangements are contained in the Departmental Business Continuity Plan.

Recovery

34. The recovery process will continue to be managed by the Departmental Disruption Executive and an action plan will be set in place to detail recovery actions and timescales. Any decision to stand down would be informed by management information and intelligence from expert domains and category managers, depending on the type of disruption.
35. The decision to return to normal operations (steady state) following a period of national disruption and/or invocation of the Departmental Business Continuity Plan will be made by the Departmental Business Continuity Director and communicated via the Departmental Disruption Secretariat to Business Continuity Managers for cascade.
36. The Departmental Business Continuity Director will commission a lessons learned report, into which the Policy Contingency Task Force will feed.. The Departmental Disruption Executive will meet to consider this report and the Strategic Lead for Business Continuity will ensure that any lessons learned are actioned as appropriate and that the Departmental Business Continuity Plan is reviewed.

Departmental Business Continuity Framework

Section 6 - Exercising, maintaining and reviewing

Purpose

1. The purpose of exercising, maintaining and reviewing Business Continuity Management arrangements in the British Standard on Business Continuity Management is to ensure they are validated, up-to-date and fit for purpose. (BS 25999-1; 9). It also ensures the individuals who would be involved in the invocation and management of the business continuity plans are familiar with the operation of their procedures so that better use can be made of available time during an actual incident or disruption.

Departmental Arrangements for Exercising, Maintenance and Review

2. Exercising is a mandatory part of the Department's Business Continuity Management Programme. Every Business Continuity Plan, at every level in the Department, must be exercised at least annually to ensure it is fit for purpose and that it remains current, against a background of continual change within the Department. This requirement is checked as part of the governance process.
3. Not only do regular exercises provide assurance that business continuity plans provide effective methodology for managing an incident or disruption, they also ensure that the procedures contained within the Plan itself are fresh in the minds of those who would need to administer them. The Department's exercises are not devised to ensure 'success' or 'failure', but to provide assurance that its business continuity plans will work if invoked, whilst highlighting any areas that could benefit from improvement or a revised approach.

Cross-government Exercises

4. The Department participates in regular cross-government business continuity exercises, arranged by the Civil Contingencies Secretariat (Cabinet Office) and held in the Cabinet Office Briefing Rooms (COBR) in Whitehall. Departmental involvement in these exercises is dependent on the crosscutting nature of the scenario: some are industry or sector-specific (e.g. agricultural disease); with others having a wider impact (e.g. flu pandemic). Involvement in such exercises enables closer working between government departments to be established; ensures Departmental interests are taken into account; and provides the opportunity to share best practice across Government.

Exercise of the Departmental Business Continuity Plan

5. The Departmental Business Continuity Plan is exercised by the Executive Team on an annual basis, or more frequently if a need is identified. These exercises are chaired by the Permanent Secretary or the Departmental Business Continuity Director.

Maintaining and Reviewing the Departmental Business Continuity Plan

6. The Departmental Business Continuity Plan is maintained by the Departmental Business Continuity Management Team who are responsible for ensuring it is

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kept up to date, taking account of exercise findings, Departmental structural changes, newly identified threats etc.

7. Every exercise of the Departmental Business Continuity Plan is followed with a lessons learned exercise and the findings from this are incorporated into the review of the Plan. The lessons learned exercise enables the Executive Team members to revisit the exercise aims and objectives to see if they were met and thereby address any omissions. It also provides the opportunity to analyse the extent to which the Plan was tested and identify the steps needed to address any gaps or vulnerabilities in the business continuity management programme.
8. The Departmental Business Continuity Plan is updated as and when major changes occur to the Department or its interests, such as organisational changes, the addition of new contingencies, or other external factors that could influence the Departmental priorities. It is also updated following the lessons learned exercise after each exercise, to ensure that it reflects the latest developments and improvements.

Executive Agency, Client Group and Corporate Directorate Requirements

9. Every Executive Agency, Client Group and Corporate Directorate is responsible for ensuring that their business continuity plans are regularly exercised, maintained and reviewed.
10. In keeping with the Departmental business continuity arrangements, all business continuity plans are also reviewed following a mandatory lessons learned exercise at the end of each exercise.
11. A Framework Guide to exercising a business continuity plan is available.

Assurance and Audit

12. To ensure all parts of the Department are complying with its business continuity mandatory principles, there is an established assurance and validation process in place, which involves the completion of assurance certificates by every Executive Agency, Client Group, Corporate Directorate and Business Unit.
13. As part of this process, business areas are required to confirm that:
 - there is a high level business continuity plan in place;
 - the Executive Agency/Client Group/Corporate Directorate business continuity plan has been sent to the Departmental Business Continuity Management Team for validation;
 - each lower level business unit has a business continuity plan in place;
 - key business risks have been identified and appropriate contingencies have been put in place to mitigate risks;
 - all business continuity plans conform to the standard specified within the Departmental Business Continuity Framework;
 - all business continuity plans are rehearsed and reviewed annually,
 - business continuity roles and responsibilities are clearly defined and understood; and

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- contact lists are in place and updated at least quarterly.
14. If full assurance cannot be provided, the Executive Agency/Client Group/Corporate Directorate Business Continuity Manager must provide an explanation of the gaps and remedial action that is being set in place. A Framework Guide to business continuity assurance and validation is available.
 15. This certification process forms part of the wider assurance and governance process that the Department uses to provide accountability for the integrity of its activities and systems and is administered by the Departmental Governance Team – part of Legal Group.
 16. An internal audit process also operates in the Department, conducted by Risk Assurance Division. Departmental business continuity arrangements and those of Executive Agencies, Client Groups and Corporate Directorates are subject to this internal audit process.

Departmental Business Continuity Framework

Section 7 - Embedding business continuity

Purpose

1. The British Standard on Business Continuity Management outlines that to be successful, business continuity has to become part of the way an organisation is managed. Building, promoting and embedding a business continuity culture within an organisation [BS25999 10.1] ensures that it becomes part of the organisation's core values and effective management.

Departmental Business Continuity Management Culture

2. The Department has mature business continuity management arrangements which are flexible and proven and seen as an exemplar of best practice by Cabinet Office. The business continuity management capability is fully supported by the Executive Team and the Departmental Business Continuity Director and is mirrored throughout the Department.

Awareness

3. A culture of business continuity awareness is maintained across the Department through induction and e-learning for new and existing staff. The Departmental Business Continuity Management Team has an Intranet site which includes copies of the Departmental Business Continuity Framework and Framework Guides, together with the Plans for which the team is responsible and details of available learning and development.
4. All staff should have a copy of the DWP Staff Emergency Card, which provides:
 - Staff emergency number 0800 783 6617;
 - Staff Emergency website address - www.dwp.gov.uk/emergency;
 - Space for staff to write their line managers contact details; and
 - Telephone number of the Department's contracted counselling provider.
5. The Intranet site is used to raise awareness during the annual Business Continuity Awareness Week, supported by articles in headline news and other media within the organisation.
6. The Executive Agencies and some of the larger Client Groups and Corporate Directorates have business continuity Intranet sites for their own organisation-specific arrangements.

Learning and Development

7. Learning and development is available for all Departmental staff and business continuity planners. Three open learning modules are available on the Departmental Intranet, one for all staff and two further modules for practitioners and business continuity managers.
8. Instructor-led workshops are available for business continuity practitioners, an introductory workshop on business continuity management and a further one on exercising plans.

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9. The Departmental Business Continuity Management Team also arranges for ad hoc workshops for specialists, using a call off contract with Continuity Shop, including business impact analysis and training course which includes the BCI examination, in preparation for BCI membership.

Executive Agency, Client Group and Corporate Directorate Requirements

10. All business units are responsible for increasing the awareness of their staff including the induction of new recruits, by ensuring they are issued with the Staff Emergency Information Card and encouraging new staff to undertake appropriate learning and development.