Business Continuity Management Policy

Policy Holder: Caroline Gover, Head of Business Continuity
Authoriser: Caroline Thomson, Chief Operating Officer

Reviewed on: Feb 08
Reviewed on: Feb 08
Next Review: Jan 09
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### Document Control

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<tr>
<td>V 1.0</td>
<td>10/04/2007</td>
<td>Peter Brooks</td>
<td>First issue</td>
</tr>
<tr>
<td>V 2.0</td>
<td>16/02/2008</td>
<td>Peter Brooks</td>
<td>Annual Review of Policy</td>
</tr>
<tr>
<td>V 30</td>
<td>10/03/2008</td>
<td>Peter Brooks</td>
<td>Review by Caroline Gover</td>
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1. Introduction

The purpose of this document is to:

- State the Executive commitment to Business Continuity within the BBC
- Ensure that all Business Continuity activities are implemented and maintained in an agreed and consistent manner
- Achieve a Business Continuity capability appropriate for the BBC’s vision, and that meets changing business need
- Outline a clearly defined framework for ongoing business continuity capability

2. Director General’s Business Continuity Policy Statement

The BBC’s purpose is to enrich people’s lives with programmes and services that inform, educate and entertain. Our vision is to be the most creative organisation in the world.

Business Continuity Management is vital to achieve this vision by ensuring the right framework is in place across the supply chain to:

- protect our people, systems and infrastructure
- identify and mitigate the risks to the BBC’s programmes and services to an acceptable level
- manage any disruption to minimise its impact
- ensure the licence payer receives our programmes and services, as intended.

The Business Continuity Policy requires:

- People’s safety to be our first priority. Always.
- The BBC’s Executive Directors to own the management of key risks to the continuity of the BBC’s operations.
- Divisional Boards to own the management of key risks to their Division, and to review and sign-off their own Continuity Plans at least annually
- Divisional Directors to nominate senior representatives as Divisional Leads to take responsibility for Business Continuity Management in their own Divisions.
- Divisional Leads to represent their Division on the corporate Business Continuity and Disaster Recovery Team (BCDRT) and to nominate appropriate specialists within their own Divisions to support the BCDRT.
- BCDRT to ensure appropriate Continuity Plans are developed, rehearsed and implemented across all Divisions, subsidiaries, Service partners and suppliers of the BBC.
• BCDRT reps to ensure their Divisions’ Plans provide for the health, safety and welfare of staff and others on BBC sites at all times
• BCDRT reps to ensure that essential business processes can be restored within required timescales by use of their Plans. Availability of systems to be assured by the use of appropriate resilience levels; performance targets and KPIs.
• BCDRT reps to ensure their Divisions’ Plans are maintained, updated and tested at least annually. Where the Plans apply to Business Critical services, they are tested at least twice a year
• BCDRT reps to ensure all staff in their area are aware of their own Continuity responsibilities – and are trained and rehearsed to discharge them.
• BCDRT reps to ensure appropriate communication and escalation arrangements are in place to ensure staff can be contacted in an emergency
• All those responsible for planning new projects to include in the planning and investment process required levels of resilience and impact on the BBC’s Continuity Plans and arrangements.
• Operational 24/7 managers to monitor, report and review incidents affecting, or threatening to affect, the continuity of BBC services.

Ensuring the continuity of our output is essential, particularly in times of crisis. Only by ensuring that our staff are safe and practiced at implementing the BBC’s Continuity Plans, can we ensure that BBC services and output will be maintained. I expect everyone to contribute to achieving that objective.

It is the responsibility of all Directors to ensure that appropriate resources are provided to implement this Policy, and to ensure that it is properly communicated and understood.

Mark Thompson
Director-General
Authorised April 2007

3. Business Continuity Strategy

The Business Continuity Management strategy is vital to ensuring our audiences receive our programmes and services, as intended.

The BBC’s Chief Operating Officer (COO) has executive responsibility for Business Continuity Management in the BBC. The Business Continuity Unit reports to the COO and is responsible for ensuring the right framework is in place across the supply chain to:

• Ensure the safety of staff and others at the BBC
• Maintain output as determined by the Output Service Prioritisation Matrix (see Corporate Summary Section 4)
• Maintain business as determined by the Divisional Priorities (see Corporate Summary Section 4)
• Preserve our assets
• Return to business as usual
The following figure 1 shows the Business Continuity Framework

Figure 1 Business Continuity framework

4. Obligations and Standards

BS 25999

The BBC’s BCM is aligned with the principles of BS25999 which is the British Standard for Business Continuity. BS25999 requires a Board Director to have overall responsibility for Business Continuity; in the BBC this is the Chief Operating Officer.

Charter & Other Agreements
The BBC is subject to a Royal Charter and subsequent other agreements. These contain various obligations with which the BBC must comply. Those directly relevant to Business Continuity include:

CHARTER
Reference: Point 24, Functions of the Trust (Page 8)
Obligation: (j) ensuring the Executive Board addresses key operating risks for
the BBC;

BROADCASTING AGREEMENT

Reference 1: Clause 81: Defence and Emergency Arrangements (Page 45)
Obligation: 1) Any Government Minister—

(a) may request that the BBC broadcast or otherwise distribute any
announcement, and

(b) may, if that Minister has requested that the announcement be
broadcast or otherwise distributed on television or by means of an
online service, request that the BBC accompany that
announcement with a visual image (moving or still) of anything
mentioned in the announcement.

(2) If it appears to any Government Minister that an emergency has
arisen, that Minister may request that the BBC broadcast or
otherwise distribute any announcement or other programme.

(3) A request under paragraph (1) or (2) must be made in writing,
and the BBC—

(a) must comply with the request,

(b) must meet the cost of doing so itself, and

(c) may, when broadcasting or distributing the announcement or
other programme, announce that it is doing so pursuant to such a
request.

(4) The Secretary of State may give the BBC a direction in writing
that the BBC must not broadcast or otherwise distribute any
matter, or class of matter, specified in the direction, whether at a
time or times so specified or at any time.

(5) The BBC may, if it wishes, announce that such a direction has
been given, varied or revoked.

Reference: Clause 86: Archives (Page 47)
Obligation: (1) The Executive Board must make arrangements for the
maintenance of an archive, or archives, of films, sound
recordings, other recorded material and printed material which is
representative of the sound and television programmes and films
broadcast or otherwise distributed by the BBC.
CONNECTING IN A CRISIS: LOCAL EMERGENCY INFORMATION BROADCASTING

Reference: [www.bbc.co.uk/connectinginacrisis](http://www.bbc.co.uk/connectinginacrisis)

Obligation: Following the events of September 11th 2001, the BBC undertook to improve its arrangements for emergency broadcasting at a local level across the UK under the banner of “Connecting in a Crisis”.

The Civil Contingency Act appoints a number of organisations, such as the emergency services, local authorities and the utility companies as “Category One” responders. Category One responders have an obligation to ensure they maintain arrangements to warn, inform and advise the public in the event of an emergency.

BBC Connecting in a Crisis seeks to provide clear routes to get local emergency information from authorities and organisations such as the Category One responders to the relevant public, as soon as possible, via on-air and online channels during civil emergencies and major incidents.

Connecting in a Crisis is also aligned to the Government’s “Preparing for Emergencies” initiative which advises the public to “Go in, Stay In, Tune In”.

The introduction to the Connecting in a Crisis website ([www.bbc.co.uk/connectinginacrisis](http://www.bbc.co.uk/connectinginacrisis)) states:

- It is about warning and informing in the interests of public safety.
- It concentrates on delivering essential information quickly and is NOT about the wider issues of news reporting.
- It is not a solution in itself, but sets out to provide a structure in which solutions can be worked out.
- It offers guidance to the emergency planning community on how to engage in effective local relationships with the BBC to achieve a shared state of professional readiness.
- It explains who to contact in the BBC, identifies key information needs and addresses logistical issues.
- It highlights good practice and innovative partnership ideas from around the UK.
- It is a catalyst for systems that will be strong enough to survive the pressures of a major incident.
- It encourages planning and preparing together for the
expected so that there is more time to handle the unexpected.
- It is about helping the BBC to help you to help the public.
5. Accountabilities

5.1 Governance Model

The COO is accountable to the Director General for effective Business Continuity Management (BCM) in the BBC.

In the event of a serious incident affecting the BBC the COO adopts the role of Incident Commander. For details of the response to an incident see Section 3 of the Corporate Summary

5.2 Operation

Chief Operating Officer
The COO is accountable to the Director General for effective Business Continuity Management (BCM) in the BBC.

In the event of a serious incident affecting the BBC the COO adopts the role of Incident Commander. For details of the response to an incident see Section 3 of the Corporate Summary
Executive Directors
All Executive Directors in the BBC are responsible for the BCM strategy within their Division and ensuring integration across the BBC. They are required to ensure that all those responsible for planning new projects and investments include appropriate levels of resilience and disaster recovery arrangements.

They are required to nominate senior managers as Divisional Leads who are responsible for Business Continuity Management across their Division.

In the event of a serious incident affecting the BBC members of the Executive Board will be required to form the “Gold” Team which will provide strategic direction if requested to do so by the Incident Commander. For details of the “Gold” response to an incident see Section 3 of the Corporate Summary

Divisional Leads
Divisional Senior Managers nominated as Divisional Leads within the BBC are responsible for ensuring appropriate BCM arrangements are in place across the supply chain for their Division.

They are required to coordinate their Division’s individual Business Continuity Plans into coherent overarching Divisional Business Continuity Plan.

They are required to represent their Division on the corporate Business Continuity and Disaster Recovery Team (BCDRT) and nominate appropriate specialists within their divisions to support the BCDRT which takes responsibility for coordination of BCM across the BBC. The BCDRT provides the BBC’s “Silver” or tactical response to an emergency affecting the BBC. For details of the “Silver” response to an incident see Section 3 of the Corporate Summary

Business Continuity Disaster Recovery Team (The BCDRT)
The Business Continuity and Disaster Recovery Team (BCDRT) representatives are responsible for the business continuity management of each Division of the BBC and for ensuring that written business continuity/disaster recovery plans are maintained and are periodically tested. They form the core Incident Management Team in charge of minimising impact and restoring services as quickly as possible after an incident.

Membership of the BCDRT consists of

- Senior Managers or Directors, nominated by Divisional directors
- specialists from specific professional areas of expertise, such as Security, Health & Safety and Workplace
- Business Continuity representatives from key corporate partners and suppliers
Business Continuity

The Team is chaired by the Head of Business Continuity and is required to:

- Convene regularly to review and update on the threats to the BBC and their mitigation
- Report on the status of BCM in each Division
- Review incidents and near misses to learn and pass on implications for existing Plans
- Focus on specific key corporate threats as appropriate (e.g. industrial action, pandemic)
- Report back to, and disseminate required Business Continuity information throughout their respective Divisions
- Rehearse as a team the emergency arrangements and response
- Take part in BCM training and workshops
- Regularly review and update the Corporate Service Prioritisation Matrix.
- To convene when alerted by the Head of Business Continuity to provide the BBC’s tactical response, reporting in Divisional issues and escalating to the DG’s strategic Command as appropriate
- Review the matrix which details prioritisation of BBC services for restoration.
- Ensure appropriate Continuity Plans are developed, rehearsed and implemented across all Divisions, subsidiaries, Service partners and suppliers of the BBC
- Validate their Divisions’ Plans provide for the health, safety and welfare of staff and others on BBC sites at all times
- Verify that essential business processes can be restored within required timescales by use of their Plans. Availability of systems to be assured by the use of appropriate resilience levels; performance targets and KPIs
- Ensure their Divisions’ Plans are maintained, updated and tested at least annually. Where the Plans apply to Business Critical services, they are tested at least twice a year
- Ensure all staff in their area are aware of their own Continuity responsibilities – and are trained and rehearsed to discharge them.
- Ensure appropriate communication and escalation arrangements are in place to ensure staff can be contacted in an emergency.

For details of the BCDRT response to an incident see Section 3 of the Corporate Summary

**Head of Business Continuity**

The Head of Business Continuity is responsible for overall direction and coordination of the BBC’s Business Continuity Management, including Business Continuity sign-off for
new investments. The Head chairs the BCDRT and facilitates the BBC’s Silver response to emergencies.

Business Continuity Unit
The Business Continuity Unit is responsible for delivery of the Business Continuity framework (See figure 2) and policies.

Specifically:

- Provide Business Continuity guidance and advice – to business as usual; projects; and new investments and initiatives
- Co-ordinate the corporate Business Continuity Management arrangements and systems, including Incident Management, both within the BBC and with external agencies
- Manage the corporate planning effort for specific corporate wide Business Continuity threats (e.g. pandemic, industrial action)
- Review the divisional level plans to ensure they integrate with overarching Plan structure and to ensure Divisions plans can work together when activated with no gaps or overlaps
- Maintain the Business Continuity Area summaries for the main BBC sites
- Organise, run and / or advise on Business Continuity rehearsals
- Produce guidelines for Business Continuity standards, resilience and Disaster Recovery arrangements
- Provide guidance and advice on Business Continuity requirements for outsourced activities
- Collate and report on status of Business Continuity Management with reference to:
  - numbers of incidents and near misses,
  - continuity performance of key delivery chains;
  - overarching threats to Business Continuity in the BBC
- manage and coordinate the BCDRT operation
- Maintain, co-ordinate and administer the BBC’s emergency operations centres
- Brief the Executive on specific Business Continuity threats, and provide regular Business Continuity updates on the status of Business continuity arrangements across the BBC.

For details of the Business Continuity unit response to an incident see Section 3 of the Corporate Summary
**Planholders**
Individual planholders with the Divisions are responsible for producing, maintaining, rehearsing and updating individual Business Continuity Plans.

**Operational 24/7 managers**
The 24/7 duty managers across the BBC’s supply chains are responsible for the BBC’s "Bronze" incident response, taking charge of the operational response on the ground to incidents. They have responsibility for post incident reporting and review.

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**Figure 2.**

[Diagram of Business Continuity Plan]

- **Common info**
  - BBC MIP (Incident Management Plan)
  - Gold Silver Bronze
  - BCDRT
  - Service Prioritisation Matrix

- **Plan type**
  - Corporate Summary Plan
  - Area Summary of Plans: Eg. London W1, W12 & Cardiff
  - Divisional Plan: Eg. A&M
  - Divisional Plan: Eg. Journalism
  - Department Summary: Eg. Radio Resources
  - Department Plan: Eg. Radio 1
  - Department Summary: Eg. M&R Top Level
  - Department Plan: Eg. BBC World
  - Operational Plans: Eg. Creative
  - Operational Plans: Eg. Media Vale
  - Operational Plans: Eg. BBC Doctor
  - Operational Plans: Eg. BBC Summer

*End*