

Business Continuity Management Policy

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Issued on: *July 2010*

Next Review **May 2011**

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Document Control

Version	Date	Changed by	Notes / Reason for change
V 1.0	10/04/2007	Peter Brooks	First issue
V 2.0	16/02/2008	Peter Brooks	Annual Review of Policy
V 3.0	10/03/2008	Peter Brooks	Review by Caroline Gover
V 4.0	15/04/09	Peter Brooks	Annual Review
V 5.0	24th May	Paul Gibbons	Annual Review
V5.1	15th July	Paul Gibbons	Reviewed by Internal Audit

1. Scope

This document will establish the process and principles of Business Continuity Management within the BBC

The purpose of this document is to:

- State the Executive commitment to Business Continuity within the BBC
- The BBC's definition and scope of Business Continuity Management
 - Including the BBC's duty as part of the Charter
 - Structure of Business Continuity during Planning and also during Incidents
- Understand the Roles and Responsibilities of staff involved in Business Continuity both during business as usual and during major incidents
- Identify the standards and guidelines used by Business Continuity

2. Terms and Definitions

Business Continuity	Strategic and tactical capability of the BBC to plan for and respond to incidents and broadcast/business disruption in order to continue business operations at an accepted and defined level
Business Continuity Management (BCM)	Business Continuity Management involves the recovery or continuation of business activities in the event of a business disruption, and management of the overall programme through training, exercises and reviews to ensure business continuity plan(s) stays current and up to date
Major Incidents	<p>Gold Level Incident: A major event demanding an extraordinary response, including the redirection of a significant proportion of the BBC's resources. The event will cause, or have the potential to cause, serious or long term disruption to business-as-usual.</p> <p>Silver Level Incident: A significant event demanding an extraordinary response from more than one area of the BBC (i.e. more than one BCDRT member). The event will cause, or have the potential to cause, significant disruption to business-as-usual.</p> <p>Bronze Level Incident: An event demanding a response from one area of the BBC as part of normal management responsibility. This event will cause, or have the potential to cause, some disruption to business-as usual</p>

2. Director General's Mandate

Director General's Business Continuity Policy Statement

Ensuring the continuity of our services and 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.

The BBC aims to be the most creative organisation in the world. Business Continuity Management is vital to achieve that 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 rehearse; 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 representatives and specialists within their own Divisions to support Business Continuity management in the Division and at a pan-BBC level as required

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 TBC

3. BBC's Overview of Business Continuity Management

3.1 BBC's responsibilities

The BBC has a number of duties that it should undertake to meet the needs of its Charter and Broadcasting Arrangement, which outlines the requests that we may receive during a national emergency. Further details can be found in Appendix A of this document.

3.2 BBC Business Continuity Management

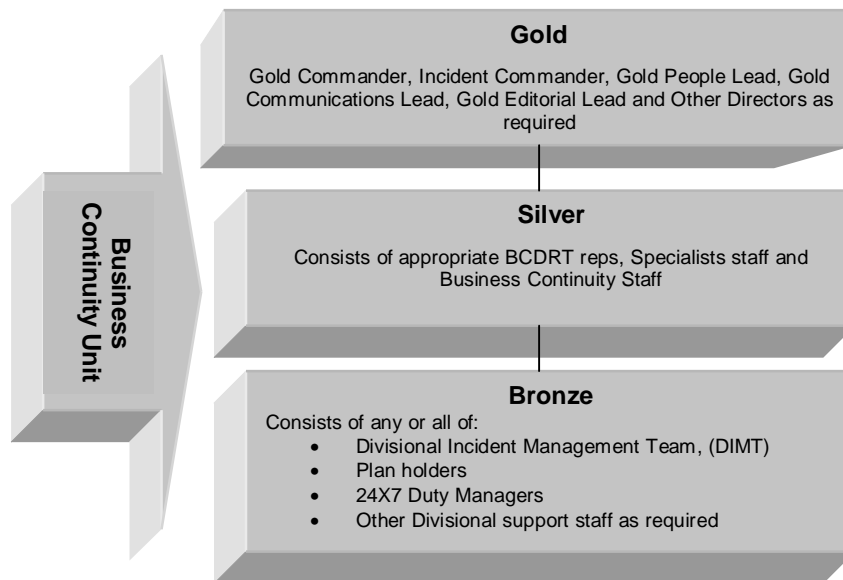
Business Continuity has two main areas of responsibility within the BBC:

1. Planning and preparation, including rehearsals
2. During and after Incidents

3.3 Governance

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
- Maintain business
- Preserve our assets
- Return to business as usual (Planning)

3.4 Business Continuity reporting structure*3.3.1 Planning**Fig1: Business Continuity Structure during Business as usual**3.3.2 Incident**Fig2: Business Continuity Structure Major Incidents*

4. Roles and Responsibilities of staff involved in Business Continuity

4.1 Director General (DG)

Planning

Overall accountability for Business Continuity Management within the BBC

Incidents

When available fulfils the role of Gold Commander (See Section 4.3) delegates authority to the Incident Commander for the BBC's response; supports the Incident Commander and ensures s/he has everything needed for the response

4.2 Chief Operating Officer (COO)

During planning

Support and sign-off for the Business Continuity Policy and arrangements, including Executive rehearsals

During Incidents

The default Incident Commander (See Section 4.3)

4.3. Executive Directors

Planning

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 in their Division for supplier contracts; for planning and delivering projects and for new investments include business continuity arrangements in all they do. Executive Directors are required to nominate senior managers as Divisional Leads who are responsible for Business Continuity Management across their Division.

Incidents

BBC members of the Executive Board may be required to form the "Gold" Team which will provide strategic direction if requested to do so by the Incident Commander. Gold is likely to be populated by some or all of the following roles:

- **Gold Commander** is in charge of the overall strategy for managing the incident, focussing on the appropriate response to the wider, longer term implications and potential consequences. Tactical decision making is delegated to Silver. [Note, for many incidents the response will be run by the Incident Commander with no actions required from a Gold Command].
- **Incident Commander** s/he sits on Gold; is in charge of Silver Command and ensures appropriate liaison between Gold and Silver. The Incident Commander reports directly to the Gold Commander. The Incident Commander has full delegated authority to act on behalf of the BBC and may direct any of the Gold team other than the Gold Commander if required. Gold liaison with Silver is via the Incident Commander.
- **Gold People Lead** is responsible for the strategy for BBC people involved or affected by the incident. This includes all people for whom the BBC has a responsibility at the time of an incident including staff, contractors, freelancers, audiences, visitors. The strategy is implemented via Silver and, in particular, the HR Incident Officers.

- **Gold Communications Lead** is responsible for the overarching communication strategy for the incident. This includes external and internal comms with staff and stakeholders. The strategy is implemented via Silver.
- **Gold Editorial Lead** is responsible for the editorial direction of all the BBC's output during an incident.
- **Other Directors** specifically requested to join Gold by Gold Commander will be advised of their role upon invitation. This may apply to Directors at the scene or not directly impacted. **All other Directors**, including those **at the scene**, should remain focussed on their own Divisions and Divisional Incident Management

For details of the "Gold" response to an incident see Section 3 of the Corporate Summary of the Business Continuity Corporate Summary

4.4 Divisional Leads

Planning

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 Business Continuity Planning and to ensure that an appropriate Divisional Incident Management Team (DIME) is in place. They will represent their Division on BCDRT (*Business Continuity Disaster Recovery Team*)

They are responsible for the regular review; updating and signing-off on behalf of their Directors of the Corporate Service Prioritisation Matrix

They are responsible for ensuring that all contracts; new projects and investments include appropriate Business Continuity arrangements in them from the start.

Incidents

They may be called to the Silver to represent their Division on Silver, provide the link between Silver and their own Divisional Director and Divisional Incident Management team. They may also be asked to provide appropriate specialists within their divisions to support Silver

Post incidents, the BCDRT representatives are responsible for incorporating lessons learnt into their business continuity arrangements and ensuring their plans are updated accordingly

4.5 Business Continuity Disaster Recovery Team

The Business Continuity and Disaster Recovery Team (BCDRT), is the wider cross-Divisional representation of responsible for the business continuity management across the BBC.

Membership of the BCDRT consists of

- Senior Managers, nominated by Divisional Directors as Divisional Leads or Alternate Divisional Leads
- Specialists from specific professional areas of expertise, such as Security, Health & Safety, Workplace and Technology
- Business Continuity representatives from key corporate partners and suppliers
- The Team is chaired by the Head of Business Continuity

BCDRT members are required to:

Planning

- 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
- Take part in BCM training and workshops
- Ensure appropriate Continuity Plans are developed, rehearsed and implemented across all Divisions, subsidiaries, Service partners and suppliers of the BBC
- As part of the Business Continuity Lifecycle Divisional Leads should ensure their own division's Business Continuity Plans:
 - are reviewed and signed off by Divisional Boards at least annually for all plans.
 - validated that they provide for the health, safety and welfare of staff and others on BBC sites at all times
 - are supported by Business Impact Analyses (BIAs) which ensure the Division's key 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
 - with their division ensure their 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 and these critical services should be identified in the Business Continuity Plans
 - Any major business changes are reflected in the BIA and subsequent Business Continuity Plan, if required.
 - 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.
 - ensure all third party suppliers or partners who support critical activities, are aware of their responsibilities within their Divisional Business Continuity Plan, and these are reviewed and their plans tested on a regular basis
 - Ensure that plans are aligned with BS25999

Incidents

They may be called to Silver to support their Divisional Leads (particularly for the larger Groups containing a number of Divisions) and act as the interface between the Silver Team and their Divisional Incident Management Teams (DIMT).

Post incidents, the BCDRT representatives are responsible for incorporating lessons learnt into their business continuity arrangements and ensuring their plans are updated accordingly

4.6 Head of Business Continuity

Planning

The Head of Business Continuity supports the COO in discharging her/his Business Continuity responsibilities. The Head is responsible for the overall direction and coordination of the BBC's Business Continuity Management, including Business Continuity sign-off for new investments and contracts, and chairs the BCDRT

Incidents

The Head of the Business Continuity Unit facilitates the BBC's Silver response to emergencies to support the Incident Commander.

Post incidents, the Head ensures the lessons learnt from the incident are noted; reported, disseminated and incorporated into the BBC's Business Continuity Management and arrangements

4.7 Business Continuity Unit

Planning

The Business Continuity Unit is responsible for delivery and setting of the Business Continuity framework and policies.

Specifically the Business Continuity Unit:

- Provide specialist Business Continuity guidance and advice – to business as usual; projects; and new investments outsourcing and contracts 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
- Maintain the Business Continuity Area Summaries for the main BBC sites
- Organise, run and / or advise on Business Continuity rehearsals, these rehearsals focus on:
 - Lack of people
 - Loss/lack of facilities
 - Loss of technology
 - Loss/lack of supplier
- Produce guidelines for Business Continuity standards, resilience and Disaster Recovery arrangements
- Collate and report on status of overarching threats 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.
- Provide a daily summary of events that have impacted on staff and output or threatened to disrupt output.
- Ensure that the BBC is aligned to BS25999.
- Deliver training to divisions, where appropriate on Business Continuity

Incidents

Supports the Incident Commander in co-ordinating the Silver response see Section 3 of the Business Continuity Corporate Summary. This includes:

- The activation and running of the Emergency Operations Centre.
- Post incidents: reporting on lessons learnt and updating the relevant plans and arrangements

4.8 24x7 Duty Managers

Planning

To keep abreast of the Business Continuity Plans, that impact on their area of responsibility. May be involved in the reviewing and updating of these plans.

Responsible for carrying out post incident reports and reviews, and providing a daily report on audience and major non audience impacting incidents that occurred in their area

Incidents

As part of Bronze they control and deploy their own resources, reporting to Silver as required.

4.9 Divisional Incident Management Teams (DIMIT)*Planning*

To keep abreast of the Business Continuity Plan that impact on their area of responsibility, and may be involved in the reviewing and updating of these plans

Incidents

Divisional Incident Management Teams are responsible for the operational response of their division in the event of an incident. They control and deploy staff and implement divisional and departmental plans within their areas of responsibility.

4.10 Plan holders*Planning*

Individual Plan holders with the Divisions are responsible for producing, maintaining, rehearsing and updating individual Business Continuity Plans. These Plans are developed using British Standard for Business Continuity BS25999 (see Section 5). These Plans are rehearsed against:

- a) Lack of people
- b) Loss/lack of facilities
- c) Loss of technology
- d) Loss/lack of supplier

Incidents

The Plan holder's role will be dependent on what is contained within the Plan.

4. 11 Silver Team

Silver is activated during incidents, and takes responsibility for running the tactical response to be adopted to achieve the strategy set by Gold. Silver co-ordinates across the Divisional Incident Management Teams (DIMIT) to ensure a "one BBC" approach in all Divisions. Silver is likely to consist of:

- Some or all of the BCDRT (depending on incident)
- Specialist staff (HRIO*, Comms, Workplace, Security and Technical)
- Members of the Business Continuity Unit
- Business Continuity volunteers

* HRIO: oversees the emergency HR response across the BBC

4.12 Bronze Team

Bronze team is activated during incidents and provides the operational response. Bronze is likely to consist of any or all of:

- 24X7 Operation Managers such as Duty Facilities Managers, Red Bee Duty Engineering Managers (DEMs), News Duty Operations Managers (DOMs), Duty Technology Managers (DTMs), Duty Facilities Managers, (DFMs) and Broadcast Duty Managers (BDMs)



Business Continuity

- Local support staff
- Divisional Incident Management Team (DIMIT)
- Plan holders
- Other Divisional Support Staff (as Required)

5. Business Continuity Standards and Guidelines

5.1 BS 25999

The BBC's Business Continuity Management (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.

The standard contains the Business Continuity Lifecycle. The main elements of this Life cycle are:

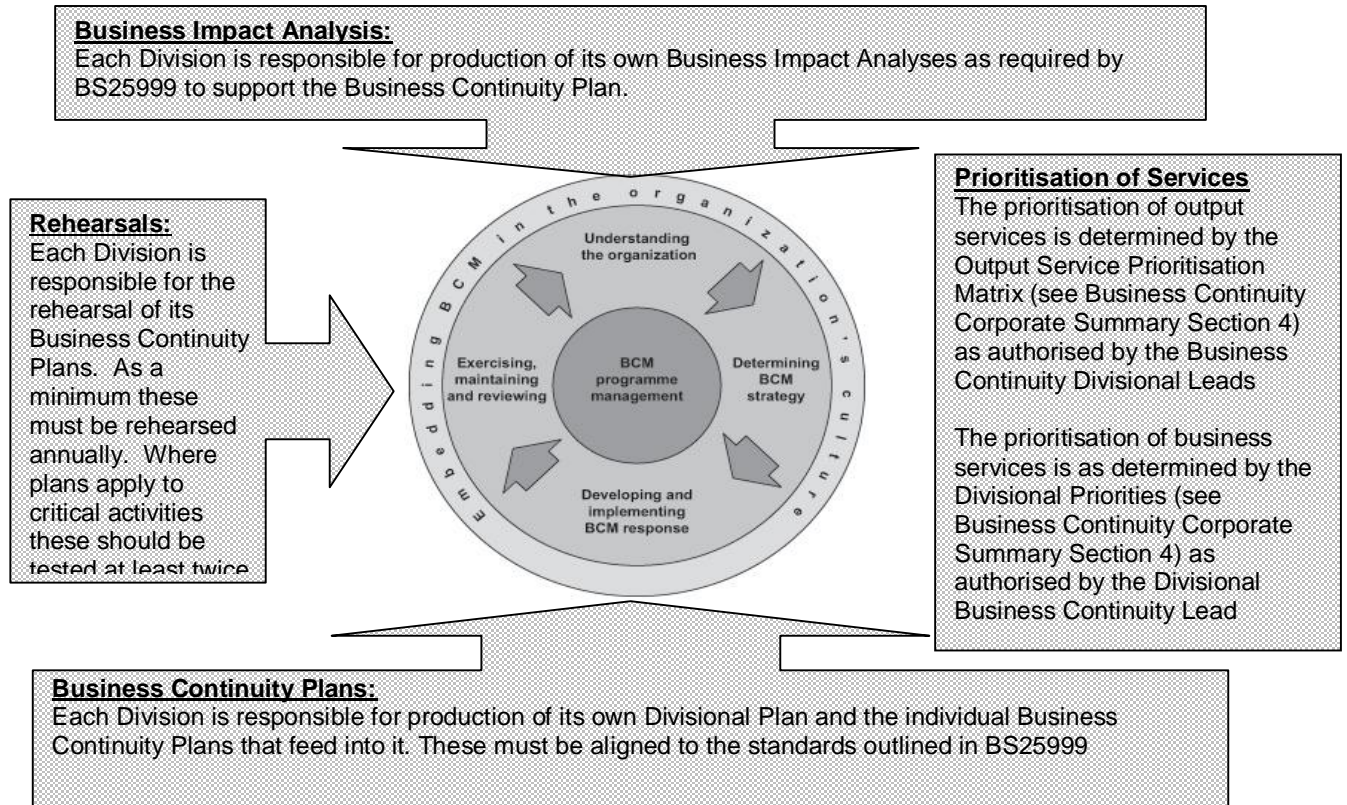


Fig 3: Business Continuity Lifecycle

5.2 Definitions within the Business Continuity Lifecycle

Business Impact Analysis (BIA)

A BIA analyses the impact on all stakeholders in the event of a disruption or interruption to a service. The key outputs of a BIA, used to inform the Business Continuity Plan, are:

- Clarity on the priority resources; processes, equipment, facilities and suppliers
- Potential single points of failure
- Critical dependencies
- Recovery time objectives for critical business processes

- Resources required to deliver critical business processes

Business Continuity Plans (BCP)

From the BIA it is possible to create the BCP, BCP will normally include:

- Alert, invocation, notification and briefing instructions
- The agreed processes for accounting for staff during an incident
- Prioritised action plans and time line for actions to be initiated and completed
- Equipment and resource requirements necessary for recovery
- Timescales for recovery
- Contact lists for internal and external contacts

5.3 Other useful Standards and Guidelines

The following standards and guidelines should be used as a reference of best practice.

Guideline/Standard	Detail	Location
External Documents		
BS 25777	Code of Practice for Information and Communications Technology Continuity, specifically addresses ICT continuity management within the framework of business continuity management provided by BS 25999-1	http://www.itgovernance.co.uk
TIA 942	Telecom Infrastructure Standard for Data Centres	http://www.tiaonline.org
ITIL version 3, IT Service Continuity Management (ITSCM)	The Process responsible for managing Risks that could seriously impact IT Services. ITSCM ensures that the IT Service Provider can always provide minimum agreed Service Levels, by reducing the Risk to an acceptable level and Planning for the Recovery of IT Services.	http://www.ogc.gov.uk/
Internal Documents		
Business Continuity Architectural Characteristics	The document proposes the characteristics a service that needs to meet for different levels of resilience and recovery according to a resilience classification	* TBC. The storage location of this document has not been agreed; please contact the Business Continuity Team if you require a copy.
Policy to test Technology resilience and failover capabilities	This document defines policies for resilience testing, including recovery and failover tests to a standby system.	Only in Draft at present
Business Continuity Corporate Plan	Provides a reference to Senior Management as to how the BBC responds to Major Incidents, as well as a summary of the BBC's emergency broadcast obligations and a high level view of the BBC's recovery priorities during a major incident	Contact Business Continuity Team

Business Impact Analysis (BIA) template	A BIA is at the heart of all good Business Continuity Plans (BCP), it assists in identifying key activities, process, and people. It will help you answer the questions most likely to be asked in the early stages of an incident: <i>“What do we do first?” “What can we leave until later?” “What resources do we need?” etc...</i>	BBC Business Continuity Intranet Site
Business Impact Analysis Checklist	This will assist teams in producing a full BIA (above), what to include and when to revisit the BIA	BBC Business Continuity Intranet Site
Business Continuity Plan Checklist	This will assist in the construction of a Business Continuity Plan (BCP), providing you have completed a Business Impact Analysis (BIA)	BBC Business Continuity Intranet Site
Business Continuity Contract Guidelines	Outlines the main areas that should be considered when entering in to a contract with a Third Party Supplier	BBC Business Continuity Intranet Site
HR Support in a Major Incident	Outline to line managers and staff the support that is available in the event of a major incident	BBC Business Continuity Intranet Site

End

Appendix A**BBC Emergency & Continuity Obligations**

The BBC has a number of duties that it should undertake, as a public service provider to meet Defence and Emergency arrangements, these are detailed below and in the charter, as well as in Connecting in a Crisis as part of the Civil Contingency Act.

The Charter and its subsequent Agreements include requirements to address key operating risks and provide broadcasting capability for the Government under the Defence and Emergency Arrangements clause. In addition, following 11 September 2001, the BBC undertook to improve its arrangements for emergency broadcasting at a local level. This section contains the document references and details for these obligations.

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: 2 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

Obligation: Following the events of September 11th 2001, the BBC chose to undertake and 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) 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.