



Department
for Work &
Pensions

Department for Work & Pensions

Business Continuity Policy

**Business Continuity Resilience and
Emergency Response (BCR&ER)**

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Review date: 14 May 2024

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Review Process

This Policy will be reviewed as a minimum every 3 years or as business needs dictate.

Approval Process

Prior to obtaining sponsor endorsement and circulation to all staff, this Policy will be approved by all SLMT members, ratified by the Heads of BCR&ER and authorised to implement by the Deputy Director of DWP Security, Continuity Resilience and Response.

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Definitions

Term	Definition	Source
Business Continuity	“Capability of the organization to continue delivery of products or services at acceptable pre-defined levels following a disruptive incident”.	ISO 22301: Societal security – Business continuity management systems – Requirements.
Resilience	“Ability of an organization, to anticipate, prepare for, and respond and adapt to incremental change and sudden disruptions in order to survive and prosper”.	ISO 22316:2017: Organisational Resilience.
Emergency Response	“Actions taken in response to a disaster warning or alert to minimize or contain the eventual negative effects and those taken to save and preserve lives and provide basic services in the immediate aftermath of a disaster impact, for as long as an emergency situation prevails”.	Business Continuity Institute (BCI) Glossary of terms.
Products and Services	Beneficial outcomes provided by an organization to its customers, recipients and interested parties	Business Continuity Institute (BCI) Glossary of terms.

Introduction

DWP are committed to delivering an effective and robust Business Continuity Management System (BCMS) and this is vital to achieving strategic goals and objectives. Having in place a robust and resilient BCMS ensures DWP is able to protect against, reduce the likelihood of, and ensure recovery from a disruptive incident.

This document defines the Business Continuity Policy for DWP. This Policy sets direction, providing a strategic steer, clarifying the approach within which DWP's Business Continuity (BC) responsibilities will be discharged.

An additional BC strategy document builds onto the BC Policy establishing the strategic approach and the activities and actions that must be undertaken in order to meet the objectives outlined in this Policy. The BCR&ER Strategy adopts the holistic approach and is critical to enhance resilience.

It is recommended that, once both documents are published, the BC Policy is read in conjunction with the BC Strategy.

Purpose

1.0 Purpose of this BC Policy

This Policy provides a clear statement of the intentions and direction of DWP's commitment. This is to deliver, develop, continually improve and maintain a robust, resilient and fit for purpose BCMS which is aligned to the International Standard ISO 22301.

It provides some guiding principles, policies and standards, which DWP will adhere to, in order to build and maintain a comprehensive, robust and resilient BCMS.

1.1 Mission & Vision

Business Continuity Mission:

To support DWP in maintaining delivery of its strategic objectives and business priorities by demonstrating our commitment to develop and maintain a robust, resilient fit for purpose, workable and effective BC capability.

Business Continuity Vision:

To be a highly regarded and an influential team, leading and supporting the development of BC and professionalism for DWP and across government.

BCR&ER Team will assure DWP processes by obtaining, firstly, the Cabinet Office ISO 22301 "Alignment" certificate, and then working towards a fully compliant BCMS and ultimately obtaining full ISO 22301 "Accreditation".

Scope

2.0 In Scope

The scope of the BCMS encompasses all sites, business products and services irrespective of size, location and complexity.

DWP's resources which deliver products and services includes, but is not limited to the following:

- DWP premises and operating locations
- DWP staff
- DWP IT systems
- Suppliers to DWP
- Change management
- Operating protocols

With regards to supplier assurance the BCR&ER Team will be involved in any contract negotiations and letting stage, as part of annual assurance checks. DWP will require assurance that supplier BC Plans have also been exercised/tested.

2.1 Outside of Scope

The Policy does not cover:

- other core areas within DWP that have their own guidance, standards and policies that they adhere to. This includes, Security, Digital IT Service Management, Risk Management, Health & Safety
- providers as they are responsible for all aspects of their own BCMS once contracts, are agreed.
- Supplier BC plans as DWP do not own or maintain these.

Standards

3.0 Standards, Guidelines, Policy, Legal Regulatory Requirements

DWP aspires and measures itself against the following Guidance, Policy and Standards.

- **Civil Contingencies Act 2004 - Part 6 of the Act specifically relates to BC**
The steer from the Civil Contingencies Secretariat is for all Government departments to align their BCMS to the International Standard (ISO22301) with a view to gaining certification.
- **Business Continuity Institute (BCI) - Good Practice Guidelines (GPG) The Annual BCI Horizon Scan Report.**

☂ DWPs BCMS adheres to the six key stages of the BCI's Good Practice Lifecycle, which is detailed in the BC Strategy

Security Policy Framework 2018

This framework states: -

“Well-tested plans, policies and procedures will reduce organisations' vulnerability to security incidents (especially from the most serious threats of terrorism or cyber-attack), but also leaks and other disruptive challenges”

This document also makes reference to adherence to the following BC requirements which we will adhere to:

“Business Continuity arrangements must align to industry standards, to maintain key business services, building resilience and security to facilitate a rapid and effective response to recover from incidents”

International Standard ISO 22301

This standard consists of a set of inter-related elements that are used to establish, implement, operate, monitor, review, maintain and improve BC capabilities. These elements include people, policies, plans, procedures, processes, structures and resources.

The actual clauses detailed in the ISO 22301 standard are as follows:

- Context of the organisation
- Leadership
- Planning
- Support
- Operation
- Performance Evaluation
- Improvement

International Standard ISO 22316

This standard provides guidance to enhance an organization's resilience. It proposes principles, attributes, and activities contributing to more resilient organizations. This standard serves as an umbrella covering a range of management disciplines, which all need to be sufficiently mature and able to interact with each other in a synergistic fashion.

Legal, Statutory, Regulatory Requirements

DWP shall comply with all applicable legal, statutory and regulatory requirements in which it operates.

DWP's Strategic Objectives

4.0 DWP's Strategic Objectives

The objectives of the BCMS ensures DWPs ability to deliver on its strategic objectives:

- Build a more prosperous society by supporting people to enter into, and progress in, work
- Improve outcomes and ensure financial security for disabled people and people with health conditions, so they view the benefits system and the department as an ally
- Ensure financial security for current and future pensioners and make Britain the best place in the world to retire
- Support the most disadvantaged and enhance social mobility by designing and delivering inclusive policies for all; supporting families and providing effective housing support
- Transform our services and work with the devolved administrations to deliver an effective welfare system for citizens when they need it while reducing costs, and achieving value for money for taxpayers
- Ensure DWP's policies, operations and arms-length bodies continue to operate effectively after exiting the EU

Focusing on business priorities is a founding principle that directs DWP activities when capacity to deliver a high standard of customer service is compromised by disruption. During a severe disruption it is usually the case that more than one business process stops working or slows down and that the disruptive impacts cannot all be resolved to the same level and at the same time. Business priorities guide DWP to bring back essential services first.

4.1 DWP's Business Continuity Priorities

- Pay accurate benefits, pensions and maintenance on time to citizens (all payments being of equal priority)
- Maintain a face-to-face service for vulnerable customers and urgent enquiries.
- Provide a telephone service and online self-service for inbound contact
- Pay grants to business stakeholders including payment of housing benefit
- Maintain a basic job broking/placement function
- Progress work to assess and process existing claims and applications, honouring promised client contacts such as call backs
- Pay salaries and wages to Departmental staff
- Pay suppliers for goods and services

DWPs priorities can be referenced within the Departmental Business Continuity Plan.

BC Management Objectives

5.0 BCM Objectives

- To strengthen business resilience, DWP will continue to align their BCMS to industry standards and GPG, this will involve working to meeting the industry and international standards
 - To implement a BC software tool which will improve and strengthen DWPs BCMS by standardising BC processes and delivering continuous improvement
 - Provide assurance to the business, its customers and stakeholders that due to a robust resilient BCMS any incident or disruption will be minimised
 - Develop and implement robust, resilient BC Plans and contingency arrangements to ensure that appropriate measures are in place to reduce the potential consequences of any incident or disruption
 - Provide a framework for building organisational resilience with the capability for an effective response that safeguards the interests of key stakeholders, reputation and service activities
 - DWP will lead the development and improvement of BC professionalism across government. Setting high performance standards, promote engagement and inspire others, in essence becoming a centre of excellence for BC and Resilience
 - DWPs BC objectives are achieved by following an annual activity cycle
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Roles, Responsibilities and Accountabilities

6.0 Roles, Responsibilities and Accountabilities

BC is not just a leadership responsibility; all colleagues have a role to play.

- It is important that everyone at DWP are aware of the BC Policy and all staff expected to respond to a disruption, must be aware of the arrangements appropriate for their areas of business including their role in preparation for an event/disruption
 - Senior leaders shall ensure that the BCMS objectives within this policy are incorporated into their part of the business. They are accountable for establishing and maintaining adequate BC planning arrangements for the services or functions they lead
 - The BCR&ER Team will ensure that consideration and compliance of all legal, statutory, regulatory and contractual obligations are applied. Ensuring the welfare needs and the continuance of business is in line with the interests of all its key stakeholders and customers
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