

Business Continuity Policy

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1. Introduction

1.1 Introduction

This policy sets out the SSSC's arrangements for effective business continuity (BC) planning and management during non-routine incidents affecting the organisation's ability to maintain its operational performance.

It sets out the high-level accountabilities and responsibilities that are required to effectively manage and operate those arrangements and it defines our Business Continuity Management System (BCMS).

1.2 Context

BC is our capability to continue to deliver services at an acceptable and pre-defined level following a disruptive incident. It is something that:

- seriously affects our ability to deliver services
- requires additional resource and coordination to manage
- leads to financial or productivity loss, breach of statutory duty, reputational risk and failure to achieve strategic outcomes if not managed effectively.

Disruptive incidents come in many forms such as utility loss, road closures, industrial action, protest, civil unrest, cyber-attacks, pandemic or severe weather. We are not able to foresee all causes of disruption, but we know our business and can anticipate the consequence of incidents.

We cannot remove all risk of disruption, but good business continuity planning can minimise the impact of a disruptive incident by helping us respond quickly and effectively and recover more quickly.

1.3 Scope

All SSSC departments are included within the scope of this policy.

Shared Service with the Care Inspectorate have business continuity plans to ensure they maintain business continuity during a disruptive incident.

Services delivered to us under the shared services contract are out of scope. We expect them to have their own business continuity arrangements in place as part of contractual arrangements and where appropriate we will engage with them during an incident.

1.4 Guidance and legislation

There are no legislative requirements which need to be complied with but the following documentation supports our BC arrangements:

- British Standard for Business Continuity Management - BS25999

- Civil Contingencies Act 2004
- The Contingency Planning (Scotland) Regulations 2005
- ISO 22301:2019 Security and resilience. Business continuity management systems
- Business Continuity Institute (BCI) Good Practice Guidelines 2018 Edition
- Business continuity procedure
- Directorate Business Impact Analyses
- Risk management policy
- Risk management procedure
- Cyber Incident Response Plan

2. Principles

- The Chief Executive and directors are responsible for the delivery of a robust BCMS.
- Managers are responsible for implementation and maintenance of the BCMS. within their functional areas.
- Following of best practice BC planning principles as set out by the BCI.
- Making sure all staff are aware of this policy and associated procedures and provide suitable and regular BC awareness training and communications.
- Providing clarity on what to do in the event of an incident.
- Making sure robust command and control procedures are in place.
- Making sure effective mechanisms for escalation are in place.
- Making sure of the ability to determine key parties and resources required to develop and implement and effective response.
- Ensuring effective communication routes across all parties are in place.

3. Roles and responsibilities

3.1 Council

The Council is accountable for the oversight of the SSSC's BC planning arrangements. The responsibility for overseeing the management of the BCMS is delegated to the Executive Management Team.

3.3 Executive Management Team

The Executive Management Team (EMT) is the senior management team of the SSSC. The CEO has overall responsibility for ensuring the SSSC complies with this policy and is supported in their responsibility by the EMT and the Head of Performance and Improvement. This policy is reviewed on a three-yearly basis by the Head of Performance and Improvement on behalf of the Director of Strategy and Performance. In addition, the EMT is responsible for:

- approving this policy
- ensuring Directorates undertake the requirements set out in this policy
- delegating the ongoing maintenance of the BCMS to the Operational Management Team (OMT) and ensuring OMT understand their responsibilities in relation to it
- approving the output of any formal review of their directorate Business Impact Analysis (BIA) and Business Continuity Plan (BCP)

- taking responsibility for an Incident Management Response Team role, if required
- fully engaging and participating in any exercise designed to test our planning arrangements
- fully engaging and participating in any training designed to increase awareness of our planning arrangements
- convening our Incident Management Response Team and initiating or approving the invoking of any BCPs (Business Continuity Plans).

3.4 Operational Management Team

The OMT consists of the Heads of Service within the SSSC and oversees the day-to-day operational management of the SSSC. They are responsible for:

- ensuring staff are aware of the policy and for promoting compliance with all aspects of the policy
- ongoing maintenance of the BCMS
- developing and reviewing and updating their directorate BIAs and BCPs on an annual basis or when required, if sooner
- giving due consideration to any new risk, process or change to service within their areas of responsibility, and how this may impact their directorate BIA and BCP and to update these accordingly
- taking responsibility for an Incident Management Response Team role, if required
- fully engaging and participating in any exercise designed to test our planning arrangements
- fully engaging and participating in any training designed to increase awareness of our planning arrangements
- cascading information to their teams
- escalating issues to the EMT.

3.5 Staff

All staff are responsible for:

- general awareness of the policy and its content and ensuring individual compliance
- fully engaging with the formal review of their directorate BIA either on an annual basis or when required, if requested, and maintaining awareness of any BIA and BCP relevant to them
- fully engaging and participating in any exercise designed to test our planning arrangements
- fully engaging and participating in any training designed to increase awareness of our planning arrangements
- keeping emergency contact details up to date
- escalating issues to the OMT.

4. Business Continuity Management System

4.1 The SSSC's Business Continuity Management System (BCMS)

Our business continuity management system will bring together this policy with methods, procedures and processes to make sure we are able to carry out our critical processes and obligations during times of significant disruption.

It is a process-oriented approach that requires interaction between management, business and support processes that will fit with existing systems, processes and organisational structure.

There are various aspects to a BCMS that support the SSSC.

- Business Continuity Policy.
- Procedures – includes BIAs and BCP(s).
- BCMS process map.
- BCMS performance metrics.
- SSSC Incident Management Plan and Cyber Incident Response Plan.
- SSSC Incident Management Response Team.
- Validation exercise programme – to test our planning arrangements.
- Internal review programme.
- Audit.
- External benchmarking, such as Business Continuity Maturity Model (BCMM).
- Training – general awareness and role specific.
- Dedicated area on intranet for BC related information and a repository for all BC related documentation.

One of the most important parts of the BCMS is the business impact analysis (BIA) which identifies the essential processes that are critical for our organisation. On completing our BIAs, we can further develop business continuity strategies and plans to protect the SSSC against all common risks.

Performance and Improvement will oversee the operating and ongoing maintenance of the BCMS. We will monitor the effectiveness of our BCMS throughout the year and a formal review will be carried out every three years in line with this policy. A formal annual review of business impact analyses (BIA) will be carried out to make sure that they remain fit for purpose.



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