

# Business Continuity Policy

<b>Policy Sponsor</b>	<i>Corporate Director: Business Services</i>
<b>Policy Owner</b>	<i>Director of Audit and Assurance</i>
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## 1. Purpose

Barnardo's Business Continuity Management Policy affirms the commitment of the Board of Trustees (BoT) to developing and maintaining the charity's business continuity capability. Barnardo's models its business continuity management system (BCMS) on ISO22301 as a best practice guide. Under this standard, business continuity is defined as "the capability of the organisation to continue the delivery of products and services at acceptable predefined levels following a disruptive incident."

Our high-level business continuity aims are as follows:

- 1) Minimise the risk of disruptive incidents to time critical activities, required to deliver products and services, through collaboration with relevant disciplines.
- 2) Establish appropriate business continuity targets and solutions for prioritised activities needed to continue the delivery of products and services following a disruptive incident.

Embed business continuity across Barnardo's so that it becomes business-as-usual and continuously improves.

## 2. Scope

The BCM policy encompasses delivery of all Barnardo's core activities including the delivery of children services, business services, fundraising, commercial development and retail. All directorates and services within the scope of the BCMS are required to complete a business impact analysis (BIA) to identify those activities that should be prioritised following a disruption. Directorates and services are then required to develop a business continuity plan (BCP) for the priority activities that need to be recovered within a week of a business disruption. This approach is intended to provide a framework to support effective recovery, in the event a significant disruption occurs.

The plans shall be exercised at intervals appropriate for the size and complexity of the activities covered to ensure that they are effective, if invoked.

### 3. Policy

#### Business Continuity Planning

At Barnardo's, business continuity is the activity we undertake to ensure that critical business functions remain intact and that services remain available to the people who depend on them. This includes risk management, system backups, and service procedures performed daily to maintain service, consistency, and recoverability.

Our approach and planning steps are in readiness for all forms of incident and external conditions, including incidents and threats, fraud, systems failure, severe weather, and public transport issues.

Barnardo's is committed to ensuring robust and effective business continuity management as a key mechanism to restore and deliver continuity of key services in the event of a disruption or emergency. The BCMS can be summarised as follows:

- To have an operational document that sets out priorities, management structures, roles and responsibilities, and communications mechanisms to ensure an appropriate response to any disruption.
- The BCMS addresses the full range of the Charity's functions and service areas. Where appropriate, it considers the interdependencies of different organisations, mutual aid and partnership arrangements.
- Specific strategies have been produced to mitigate the effects of loss of infrastructure including buildings, communications, IT and colleagues.
- Departments will continue to prepare and maintain business continuity service area arrangements as appropriate.

### 4. Definitions and Key Concepts

**Business Continuity** - The strategic and tactical capability of an organisation to plan for and respond to incidents and business disruptions in order to continue business operations at an acceptable predefined level. The capability of the organisation to continue delivery of products or services at acceptable predefined levels following a disruptive incident.

**Business Continuity Management (BCM)** - Holistic management process that identifies potential threats to an organisation and the impacts to business operations those threats, if realised, might cause, and which provides a framework for building organisational resilience with the capability of an effective response that safeguards the interests of its key stakeholders, reputation, brand and value-creating activities.

**Business Impact Analysis (BIA)** - Process of analysing activities and the effect that a business disruption might have on them.

Contingency Plan - An event specific preparation that is executed to protect an organisation from certain and specific identified risks and/or threats. A plan to deal with specific set of adverse circumstances.

Disaster Recovery (DR) - The process, policies and procedures related to preparing for recovery or continuation of technology infrastructure, systems and applications which are vital to an organisation after a disaster or outage. The strategies and plans for recovering and restoring the organisation's technological infra-structure and capabilities after a serious interruption.

## 5. Roles and Responsibilities

Roles	Responsibilities
Board of Trustees	To ensure that this policy is in place and is appropriately communicated and embedded in the organisation, clearly highlighting its importance.
Risk Committee	To oversee and monitor the adequacy and effectiveness of the policy and associated processes and procedures across Barnardo's.
Corporate Leadership team (CLT)	To review and approve the policy at relevant intervals. To reinforce the importance of adherence to this policy and all associated processes and procedures on an ongoing basis.
Policy Sponsor - Corporate Director of Business Services	To ensure: the policy and associated processes and procedures are reviewed at regular intervals and remain appropriate in the light of emerging best practice; the policy is appropriately implemented and enforced; the Risk Committee receives relevant and timely information to assist in its oversight and monitoring of the policy; and that all Trustees, employees, and volunteers receive appropriate regular training/awareness messaging on the requirements within this policy.
Policy Owner - Director of Audit and Assurance	To maintain the policy and associated procedures; undertake periodic risk assessments of the BCP risks facing the organisation; and ensure that management information demonstrating adherence to this policy is produced and provided to relevant parties.
Business Continuity Steering Group	Communicate the importance of business continuity to colleagues and the need to

	<p>conform to the requirements of the Business Continuity Management System (BCMS). Provide direction and strategic support during crises when necessary. Participate in business continuity exercises and promote continual improvement.</p>
<p>Audit and Assurance: Head of Internal Audit and Operational Risk</p>	<p>Develop the business continuity processes and procedures required to deliver the BCMS. Oversee the development and monitor the implementation of the BCMS to ensure it achieves its intended outcomes. Develop training/awareness notifications for all Trustees, employees, and volunteers.</p>
<p>Corporate Leadership Group (CLG) – Directors across Barnardo’s</p>	<p>Support and coordinate business continuity planning across their departments. This includes:</p> <ul style="list-style-type: none"> <li>• Ensuring completed business continuity templates are in place for all relevant services and buildings.</li> <li>• Integrate business continuity into department business processes.</li> <li>• Approve business continuity plans within areas of responsibility.</li> <li>• Complete and maintain a business impact analysis for their department. This will be reviewed once annually and immediately after any significant change to the department.</li> <li>• Identify and regularly review risks to prioritised activities and establish the controls necessary to bring the risk within Barnardo’s risk appetite.</li> </ul>
<p>Internal Communications team</p>	<p>To provide support to the incident management team and CLT to facilitate effective communication and engagement with colleagues, service users and external media and stakeholder during a crisis.</p>
<p>All colleagues</p>	<p>To follow this policy and associated processes and procedures.</p>

## 6. Procedures

### **Organisation wide**

Barnardo's corporate level plans for business contingencies are the responsibility of our Corporate Leadership team. In certain circumstances (e.g. Pandemic) Barnardo's would implement a special measures contingency plan.

### **Directorate Level**

Barnardo's manages its services using regional management teams working independently to manage localised services supported by Business Services (People, IT, Finance etc). Each Barnardo's region develops and maintains its own high level Directorate Business Continuity Plan, in consultation with the Head of Internal Audit and Operational Risk. All regions have necessary resources to deliver its services. Consequently, business continuity is embedded within the infrastructure of the organisation, as each region could deliver services independently should an unexpected incident occur.

### **Local Operational Level**

At local service level, all Barnardo's departments and services have a dedicated local Operational Level Business Continuity Plans, following a structured template provided by Barnardo's Audit and Assurance team, which draws from ISO 22301 guidance. Each plan identifies:

- Critical Posts: Key staff post holders with specialist knowledge critical to operations and nominated deputy.
- Key Operations: Operations which cannot be suspended due to severe impact on the service and identified contingency measures.
- Communication and Consultation: Methods for informing colleagues, service users, partners, stakeholders who may be affected.
- Associated Guidance or Documentation: A log is kept of all vital documents relevant to the service, including policies and procedural documents.
- Quality Control – Plans reviewed and signed off by relevant Assistant Director or equivalent.

## **7. Associated Legislation, Guidance, References and Documents**

To ensure Barnardo's remains compliant with laws and regulations, a register is monitored by Legal Counsel. Barnardo's are notified of planned changes when they occur, and changes are reviewed in the quarterly Business Continuity Steering Group meetings.

The BCMS will compliment and comply with other internal policies including, but not limited to [Risk Management](#), [Health & Safety](#), [Information Security](#) and [Data Protection](#).

## **8. Compliance and Oversight**

In addition to the compliance and oversight arrangements set out under Roles and Responsibilities, the following applies:

The Risk Owner will ensure that management information demonstrating adherence to and compliance with this Policy is produced and provided to relevant parties as required and on request complete a business self-assessment.

The Audit and Assurance Team will periodically and independently review adherence to and compliance with this Policy and associated procedures and processes across the Charity in line with their approved audit and inspection plans.

## **9. Version History**



Changing childhoods.  
Changing lives.

Document History	Date	Author	Comments	Approval
1.0	January 2024	Head of Internal Audit and Operational Risk		CLT – July 2024