



West Yorkshire
Fire & Rescue Service

Business Continuity Management Strategy and Policy

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Contents

1	Introduction	4
2	Business Continuity Management System	4
3	Business Continuity and Risk Management	5
4	Context of WYFRS	5
4.1	Organisational Context.....	5
4.2	Stakeholders (Interested parties)	6
4.3	Legal and regulatory requirements	6
4.4	Scope of the Business Continuity Management System.....	7
4.5	Business Continuity Management System	7
5	Leadership	7
5.1	Leadership and Commitment	7
5.2	Policy	8
5.3	Roles, Responsibilities and Authorities.....	9
6	Planning	9
6.1	Risk and Opportunities	10
6.2	Business Continuity Objectives	10
6.3	Development of the Business Continuity Management System.....	10
7	Support	10
7.1	Resources.....	10
7.2	Competency and Training	11
7.3	Awareness	12
7.4	Communication	12
7.5	Documentation	13
8	Operations	13
8.1	Planning and Control.....	13
8.2	Business Impact Analysis and Risk Assessment.....	14
8.3	Business Continuity Strategies and Solutions	14
8.4	Business Continuity Plans and Procedures	15
8.4.1	General	15
8.4.2	Response Structure	15
8.4.3	Warning and Communication	15
8.4.4	Business Continuity Plans	16
8.4.5	Recovery.....	17
8.5	Exercising and Testing.....	17
8.6	Evaluation of business continuity documentation and capabilities	18
9	Performance Evaluation	19
9.1	Monitoring, measurement, analysis and evaluation	19
9.2	Internal Audit and Assurance	20

9.3 Management Review.....20

10 Improvement21

10.1 Nonconformity and Corrective Action21

10.2 Continual Improvement22

1 Introduction

This strategy and relating policy provide the framework within which West Yorkshire Fire and Rescue Service (WYFRS) can implement and manage a business continuity management system to ensure that key services can be maintained in the event of any disruption. The business continuity management system (BCMS) also demonstrates and provides assurances to the Authority's stakeholders including the public that arrangements are in place to maintain the core functions of:

- Prevention
- Protection
- Response
- Resilience

Business Continuity can be defined as:

The capability of an organisation to continue the delivery of products and services within acceptable time frames at predefined capacity during a disruption.

Source: BS EN ISO 22301:2019

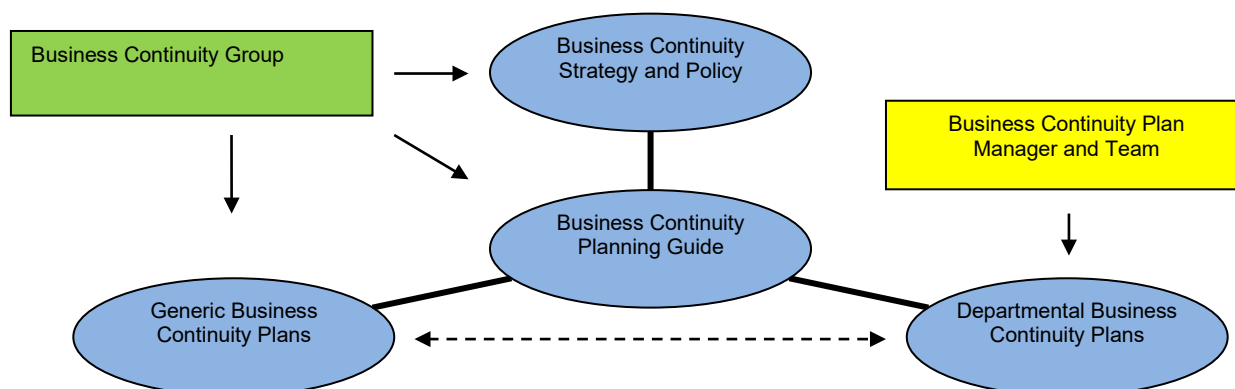
2 Business Continuity Management System

WYFRS business continuity management system consisting of the strategy, policy and all supporting procedures and resources, ensures that the business continuity processes can operate effectively and efficiently.

All elements of the system are aligned to the requirements of the International Standard ISO 22301:2019 Security and resilience - Business continuity management systems – Requirements.

The standard applies the Plan (establish), Do (implement and operate), Check (monitor and review) and Act (maintain and improve) (PDCA) cycle to implement, maintain and continually improve the effectiveness of the business continuity management system.

Business Continuity Document Structure



3 Business Continuity and Risk Management

There is a direct relationship between business continuity management, risk management, crisis management and emergency planning. WYFRS arrangements in these four areas ensure an integrated approach to risk and resilience.

Business continuity management activities have an ultimate impact upon the management of risks and may reduce, or remove corporately identified risks.

4 Context of WYFRS

4.1 Organisational Context

There are external and internal issues that are relevant to WYFRS purpose and that affect the ability to achieve the intended outcomes of the Business Continuity Management System (BCMS).

These will be influenced by WYFRS overall objectives, its services and the amount and type of risk that it may or may not take.

These issues include:

- WYFRS activities, functions and services
- Key resources (e.g. employees, equipment, premises, information)
- Partnerships
- Supply chains

- Relationships with interested parties (stakeholders)
- Potential impacts of disruptive internal and external incidents/events

The above issues and areas are identified in terms of the potential impacts from disruptive internal and external events. There are documented Business Continuity Plans (BCPs) where relevant.

The main purpose of WYFRS business continuity management system is to maintain critical functions that enable key service delivery areas to be maintained at agreed operating levels, in order to achieve agreed or expected objectives/targets.

4.2 Stakeholders (Interested parties)

The business continuity management system has been established to ensure WYFRS can continue to deliver services whilst considering various stakeholders during and following disruptive events.

WYFRS stakeholders include staff, the public (individuals, commercial organisations, communities), emergency services, insurance companies/loss adjusters, solicitors, elected members, unions, partner organisations, suppliers and the media. The importance of these stakeholders may differ when operating during a disruptive event, as opposed to when operating during 'business as usual' conditions.

The relevant requirements of these stakeholders will be determined. Increased communication may be required by some stakeholders prior to, during and following disruptive events, and stakeholders expectations will need to be managed. Some disruptive events may also require a formal communication strategy/plan.

4.3 Legal and regulatory requirements

WYFRS will assess the applicable legal and regulatory requirements relating to the continuity of services, activities and resources. The process will ensure such requirements are identified and considered when implementing and maintaining the business continuity management system. Records of such information will be maintained and kept up to date.

WYFRS as a fire and rescue service have a requirement to comply with several Acts and legislation in terms of business continuity arrangements, which include:

- Fire and Rescue Services Act 2004
- The Fire and Rescue Services (Emergencies) (England) Order 2007
- Civil Contingencies Act 2004
- National Framework

4.4 Scope of the Business Continuity Management System

The scope of this strategy, policy and business continuity management system applies to all areas of WYFRS service delivery arrangements across all functions and activities.

4.5 Business Continuity Management System

The business continuity management system consists of all elements of this strategy, policy and associated procedures and processes. The system once established and implemented will be maintained and continually developed.

5 Leadership

5.1 Leadership and Commitment

The development and maintenance of this strategy and policy is within the remit of the Director of Corporate Services and the approval of the Audit Committee as necessary.

Senior officers and managers will demonstrate leadership and commitment and will ensure:

- The strategy, policy and objectives align with WYFRS purpose and strategic priorities.
- The business continuity management system is integrated with organisational processes.
- Sufficient resources are available for the operation of the business continuity management system.
- All managers are supported in their respective areas for implementing, maintaining and developing this strategy, policy and the business continuity management system.

5.2 Policy

The Authority is committed to implementing and maintaining a robust business continuity management system which will enable critical functions to continue to deliver key services in the event of minor/major incidents, disruptive events and crisis situations.

Management Board will:

- Ensure the business continuity management system meets the requirements of any statutory, regulatory, contractual duties and **any other applicable requirements** placed upon the Authority.
- Develop, implement, maintain and continually improve business continuity strategies, plans and arrangements.
- Ensure all functions/activities have effective strategies and plans to manage disruptive events and maintain service delivery.
- Ensure business continuity arrangements reflect the level of risk accepted by WYFRS.
- Provide assurances to all stakeholders through the implementation and maintenance of relating strategies and plans.
- Apply this policy to all functions and activities within WYFRS.
- Provide adequate resources, training and competent staff required to establish, implement, operate and maintain the business continuity management system.
- Ensure all staff are aware of the importance of adhering to all elements of the business continuity management system to ensure it is effective and provides the required outcomes. This includes supporting staff and the promotion of continuous development.
- Review the Authority's business continuity arrangements in line with CRMP.
- Evaluate WYFRS response to disruptive events and identify areas for further development.
- Ensure WYFRS adopts best practice and new developments where improvements to arrangements can be achieved.
- Ensure this policy is communicated within the organisation.

Management Board will ensure the above responsibilities are achieved via the activities of the Risk Management Strategy Group, the Business Continuity Group and management actions.

5.3 Roles, Responsibilities and Authorities

Business Continuity Group

The main purpose of the group is to ensure the business continuity management system is implemented within WYFRS, and once implemented, to maintain, review and continually develop the business continuity management system.

Key tasks and membership of the group are stated in the relating terms of reference.

Risk Management Officer

The Risk Management Officer is responsible for business continuity management, risk management and crisis management arrangements within WYFRS. Specific business continuity responsibilities include development and administering of the WYFRS business continuity programme, facilitating the Business Continuity Group, and ensuring the business continuity management system is aligned and conforms to the requirements of ISO 22301:2019

Business Continuity Plan – Responsible Manager

Business continuity plan managers are responsible for the creation, implementation, maintenance and testing of plans for the departments/functions within their area of responsibility. Managers must ensure that they have identified critical functions and the resources required to maintain and recover them in the event of a disruption because of an incident or event.

All Managers

Managers are likely to be responsible for a plan and are therefore responsible for ensuring all staff within their department/function are aware of the plan content and the role they play in the event that the plan is invoked.

All Staff

All staff must ensure they are aware of their role as identified within their departments/functions plan. In the event of a disruption staff must follow the instructions of line managers as the type and scale of an event may dictate that standard policies and procedures cannot be adhered to.

6 Planning

WYFRS will develop, implement, maintain and continually improve a documented business continuity management system to meet the needs of the Authority.

Overall accountability with regard to business continuity within WYFRS rests with the Chief Fire Officer/Chief Executive. Overall responsibility for developing and maintaining this policy and implementation of business continuity arrangements rests with the Director of Corporate Services.

6.1 Risk and Opportunities

Reference to risks and opportunities in this section relate to the effectiveness of the business continuity management system and the intended outcomes of the system, through the identification of external and internal issues. The requirements of interested parties/stakeholders relevant to the system also need to be considered.

Risks and opportunities will also need to be managed to prevent, or reduce, undesired effects and achieve continual improvement, through planned and effective actions linked to the business continuity management system

Risks specific to individual departments/functions are managed within the related business continuity plans (risk assessment-critical functions).

6.2 Business Continuity Objectives

Business continuity objectives will be aligned to each element of the business continuity management system and be consistent with the policy. Objectives will ensure all elements of the strategy, policy and processes are implemented and maintained. The Business Continuity Group will have overall responsibility for the planning and management of objectives.

6.3 Development of the Business Continuity Management System

The development of the system will involve planned changes and will be managed by the Business Continuity Group. They will consider the purpose of the changes and their potential consequences, any impacts on the integrity of the system, the availability of resources if applicable, and if there is any impact on responsibilities and authorities.

7 Support

7.1 Resources

The Risk Management Officer in conjunction with the Business Continuity Group is responsible for identifying and advising on the resources required to establish, implement, operate and maintain the business continuity management system.

7.2 Competency and Training

The provision of business continuity management training is an organisational necessity and is a key component of business continuity promotion and development of a positive culture. It is essential that all staff understand the concept of business continuity management and how they contribute to the delivery of key services and functions not only in a 'business as usual' environment but also when a disruptive event occurs. Therefore all staff will be made aware of business continuity management and arrangements through information/guidance and advice provided on the Business Continuity section of Firehub.

WYFRS will ensure that all staff that have assigned business continuity roles and responsibilities are trained and competent to perform tasks allocated to them. The Risk Management Officer and Business Continuity Group in conjunction with the Training and Development department will determine the necessary competencies for staff with business continuity roles and responsibilities.

Staff will receive training to ensure awareness of the business continuity policy, their contribution to the effectiveness of the system, the benefits of improved business continuity performance, the implications of not conforming with requirements and their own role and responsibilities before, during and after disruptions. The level of training will be relevant to their role/responsibility.

Training will be provided where a training needs analysis has identified the need and the level of training provided will be relevant to the role. Training requirements may also be highlighted following business continuity exercises and the testing of plans and some exercises in themselves will provide a degree of training and awareness and highlight levels of competency. Training requirements will also be reviewed following any business continuity incident or crisis event. Managers will also be responsible for identifying staff training requirements and will liaise with the Risk Management Officer when additional training may be required. Training may be as simplistic as an overview of strategy/policies/plans with detailed training provided for the creation of business continuity plans. The method of training delivery will be tailored to the audience and the subject material/content to be delivered. Where significant changes to policy, plans or arrangements have occurred, training/briefing/awareness will be provided.

Training will be coordinated by the Risk Management Officer and may be facilitated either by in-house or external training and development programmes.

Job descriptions will include business continuity management as a requirement where applicable to the role.

Staff inductions will also include elements of business continuity awareness (Corporate Services and department inductions)

7.3 Awareness

Awareness of WYFRS business continuity arrangements is raised, enhanced and maintained through:

- Internal communication via Firehub, Business Continuity (including policy)
- Business Continuity Group meetings
- Annual business continuity exercises
- The creation, implementation and maintenance of department business continuity plans
- Exercising and testing of business continuity plans
- Training relevant to roles and responsibilities
- Regional business continuity forums

7.4 Communication

The Business Continuity Group/Risk Management Officer is responsible for internal and external communications relevant to the business continuity management system. They will determine the communication process (what, when, with whom, how and who will communicate).

Communication during disruptive events and the process involved is stated within individual business continuity plans.

Communication both internal and external may be implemented by Management Board/Crisis Management Team prior to, during and following disruptive events. For significant disruptive events a communication plan may be required. This includes receiving communication from stakeholders relating to national and regional threats to the organisation and its activities.

Communication may also be required with emergency/partner organisations via the West Yorkshire Resilience Forum.

7.5 Documentation

WYFRS business continuity management system includes the following documentation:

- The Business Continuity Management Strategy and Policy
- Business continuity plans (including incident management plans)
- Exercise/testing records, plans and reports
- Internal audits
- Reviews and maintenance of the management system, arrangements and plans
- Business continuity management system annual reviews
- Training and competency records
- Business Continuity Group meetings and actions
- Preventative/corrective actions and continual improvement records

All business continuity related documents and records will adhere to WYFRS document management policies and will be controlled by the Risk Management Officer. Documents will be reviewed on a periodic basis and made available at the point of use either in hard copy or electronic format. WYFRS will use Firehub to publish documents (restricted and non-restricted).

For contingency purposes specific business continuity documents will be stored on Resilience Direct.

8 Operations

WYFRS will identify the critical functions, activities and resources required to support service delivery, understand the threats to WYFRS and choose appropriate risk treatments through the business impact analysis and risk assessment processes.

8.1 Planning and Control

The Risk Management Officer in conjunction with the Business Continuity Group will plan, implement and control the process required to implement this strategy, policy and objectives.

Processes will meet a specific criteria (e.g. training) and will be controlled and documented. This includes any outsourced processes and the supply chain.

8.2 Business Impact Analysis and Risk Assessment

Business impact analysis (BIA) is the process by which WYFRS assesses both quantitative and qualitative impacts on service delivery activities that may result from a disruptive event. The BIA process will identify the impact upon critical functions and activities within departments which support service delivery. The Business Continuity Plan contains the BIA process. The findings of the BIA are used to inform business continuity management decisions and solutions. BIA will be reviewed as part of the BCP review and when significant changes occur to critical functions that affect the organisation and how it operates.

For suppliers on whom critical functions depend, WYFRS will determine what arrangements are in place for the relevant products/services they provide.

Risk assessments to understand the threats to and vulnerabilities of critical functions and supporting resources, including those provided by suppliers and outsourced partners will be detailed within BCPs and will be reviewed when BCPs are reviewed.

8.3 Business Continuity Strategies and Solutions

The business impact analysis and risk assessment process will assist with the identification of business continuity strategies and solutions, which will need to be considered/ implemented during the various stages of disruption.

Strategies and solutions will aim to continue, recover and protect critical functions/activities within identified time frames and agreed capacity, reduce the likelihood of disruption, shorten the period of disruption and minimise the impact of disruption. The level of acceptable risk and the costs and benefits involved will also need to be considered.

Strategies and solutions should be adequately resourced and will relate to 'key resources' as stated within BCPs that are required to maintain critical functions/activities.

Contingency arrangements for sourcing alternative resources in the event of a business continuity event are maintained for key resources.

Every BCP will include key resource requirements and contingencies in place for restriction or loss of such resources.

8.4 Business Continuity Plans and Procedures

8.4.1 General

Response structures and communication requirements are included in District/Departments BCPs and generic BCPs. These plans include procedures and actions to manage disruptive events and include activation requirements. They cover the stages of incident management, business continuity and recovery, and are focussed on the loss/restriction of key resources. This allows flexibility to respond to the changing conditions. Generic plans cover four stages; planning, pre-event, the live period and post event. This allows flexibility to respond as the situation/disruption changes over time, by focussing on any impacts and taking action as appropriate. Roles and responsibilities for actions are allocated to individuals or departments.

8.4.2 Response Structure

Teams and staff members responsible for responding to disruptions are included in District/Departments BCPs, generic BCPs and within the Crisis Management Team Policy.

Each team will have known roles and responsibilities and be able to assess the disruption and potential impact in order to respond by activating the relevant BCP if required. Some actions will be predetermined whilst others may need to be planned, prioritised and implemented. The team will monitor the effects of the disruption on district/department functions and elements of service delivery, and the response to such disruptions. Business continuity actions and solutions will be implemented at the appropriate time and communication with relevant interested parties, authorities and the media will take place as required.

Each BCP includes staff and arrangements for alternative staff for contingency purposes. Actions within the plans will allow such staff to activate, operate and coordinate actions for the response, including communication.

8.4.3 Warning and Communication

District/Departments BCPs will include requirements for communicating internally and externally if required.

Disruptive events relating to generic BCPs and the Crisis Management Team will have communicating strategies/plans. This will include communicating with staff and their emergency contacts. Receiving, documenting and responding to communications from interested parties,

including any national or regional organisation/risk advisory system or equivalent will be managed by the relevant department/functions. Contingencies arrangements to ensure availability of the communication function will be implemented if required.

Corporate Communications in conjunction with Control will facilitate communication with other emergency responders/partners/interested parties, whilst recording details of the disruption, the actions taken and the decisions made.

If the disruption is of a significant scale involving many organisation/partners then the LRF Warning and Informing group will coordinate and communication as required. The warning and communication procedures shall be exercised as part of the exercise programme.

8.4.4 Business Continuity Plans

District/Departments BCPs, generic BCPs along with the Crisis Management Team Policy, provide guidance, actions and considerations to assist with responding to disruptions in terms of a response and recovery.

WYFRS has a number of generic business continuity plans to manage disruptive events which have the potential to impact on all departments/functions simultaneously e.g. staff shortages, industrial action and pandemics. Generic plans will be created by the Risk Management Officer with input from managers as required.

Departments/districts/functions which have identified critical functions within their respective areas will have department or district business continuity plans. These plans will be created by the relevant manager.

BCPs will meet the requirements of ISO 22301:2019.

Business continuity procedures are included within generic/department/district plans.

All functions identified as 'critical' will have an associated business continuity plan, owned by the relevant department.

Operational response may also have 'response plans' for dealing with disruptive events in an operational context e.g. wide area flooding.

8.4.5 Recovery

District/Departments BCPs and generic BCPs contain details relating to recovery activities.

8.5 Exercising and Testing

To ensure business continuity arrangements are effective and robust when required and meet business requirements, WYFRS will ensure that elements of the business continuity management system are validated by exercising and testing.

WYFRS will:

- Maintain an annual test/exercise programme to ensure that business continuity plans, strategies and solutions are proven to be effective and are validated.
- Conduct tests/exercises that are aligned to business continuity objectives.
- Test and exercise against scenarios/threats with clearly defined aims and objectives.
- Test and exercise to develop teamwork, competence, confidence and knowledge for those with specified roles in plans.
- Report on all tests/exercises with details on outcomes, recommendations and actions to implement improvements.
- Promote continual improvement and implement necessary changes by way of conducting tests/exercises and acting on results.
- Ensure tests are scheduled accordingly to take account of significant changes within WYFRS and the context in which it operates.
- Use the most appropriate type of exercises.
- Ensure all exercises are planned to minimise any risks occurring as a result of an exercise.

The annual test/exercise programme will be developed and approved by the Business Continuity Group and will be based on prioritised critical functions and key resources.

The exercising and testing of business continuity plans may be conducted by one or a combination of the following:

- **Desk Top (DT)** – Desk top exercises are performed as the name suggests at a desk and involves reviewing the complete plan and any related documents. Any amendments to the plan should be completed immediately and communicated.
- **Walk Through (WT)** – Involves a full review of the plan, however, where the plan states that actions should be taken or resources are available, these should be checked (e.g. if the plan states there are four PCs in the fallback location, then the person conducting the test must go to the fallback location and check the PCs are actually there, working and have the necessary access, software, documents or data available for use).
- **Live Test (LT)** – This tests the full plan as if it was a real event, either by creating a test scenario or invoking all elements of the plan in a structured format.
- **Annual Exercise (AE)** – WYFRS conduct annual business continuity exercises which involve testing a number of plans at the same time. The plans tested will depend on the scenario and the test history of individual plans. If a real event occurs within the specific time period, then this may replace the need for performing the annual exercise, providing that the event results in a significant test of arrangements.
- **No Notice Test (NNT)** - A no notice test will be conducted with no prior warning.

8.6 Evaluation of business continuity documentation and capabilities

WYFRS will undertake evaluations by way of reviews, analysis, test/exercises, incident reports and performance reports to ensure the suitability, adequacy and effectiveness of its business impact analysis, risk assessment, strategies, solutions, plans and procedures. Evaluation will also ensure compliance with applicable legal and regulatory requirements, industry best practices, and conformity with the business continuity policy and objectives.

The business continuity capabilities of relevant partners and suppliers will also be evaluated.

Evaluations shall be conducted at planned intervals, following disruptive events and when significant changes occur, and will include the update of documentation and procedures as required.

9 Performance Evaluation

9.1 Monitoring, measurement, analysis and evaluation

WYFRS will develop a performance evaluation report. It will detail all areas that need to be monitored/measured and how the results are analysed and evaluated. It will also include who is responsible and when it should be conducted. Documentation will be maintained to demonstrate the performance and effectiveness of the business continuity management system. The report will be reviewed at Business Continuity Group meetings and actions will be agreed and implemented to address under performance areas/activities.

The Business Continuity Management Strategy and Policy will be reviewed on a periodic basis by the Risk Management Officer. The BCPs will be subject to periodic review (self-assessment) and ongoing maintenance by the plan manager.

Business continuity arrangements and plans will also be reviewed following any disruptive event, major corporate re-structure and any planned exercises/tests.

If a business continuity plan is invoked due to a disruptive event, a post incident review will be undertaken to:

- Establish the nature and cause of the disruptive event.
- Assess the adequacy of WYFRS or the department's response to the event.
- Assess WYFRS or the department's effectiveness in meeting the recovery time objectives.
- Assess WYFRS business continuity arrangements in relation to preparing staff for disruptive events (including the incident, business continuity and recovery activities).
- Enable improvement areas to be identified and associated recommendations/actions to be implemented.
- Any 'learning' from both live events and tests should be shared, which may include reviewing the training approach, materials, etc, if a gap is identified as a result.

9.2 Internal Audit and Assurance

WYFRS will ensure that internal audits of the business continuity management system are conducted to provide assurance that this strategy/policy have been effectively implemented and maintained. The service assurance self assessment process/toolkit also provides a level of assurance by ensuring key elements of the policy and processes are implemented and operating. Quarterly performance reporting also includes key elements of policy and processes and provides a level of assurance.

WYFRS internal audits may also be conducted by Kirklees Internal Audit Team. Peer reviews conducted by other fire and rescue services and audit/reviews by independent external organisations and professionals may also be conducted if required.

9.3 Management Review

WYFRS will review the business continuity management system on a periodic basis. Reviews will focus on identifying areas for improvement either directly or indirectly related to WYFRS business continuity arrangements including strategy, policy and objectives.

Business continuity management is a standard agenda item of the Risk Management Strategy Group.

The annual review of the business continuity management system will include the following as inputs to the review:

- The status of actions from previous management reviews
- Changes in external and internal areas relevant to the system
- Information on business continuity performance (non-conformities, preventative and corrective actions, evaluation results, audit results and self-assessments)
- Feedback from interested parties/stakeholders
- The need for changes to policy, objectives and the system
- Procedures and resources that could be used to improve the performance and effectiveness of the system
- Information from the business impact analysis and risk assessment
- Output from the evaluation of business continuity documentation and capabilities

- Risks or issues not adequately addressed in any previous risk assessment
- Lessons learned and actions arising from near-misses and disruptions
- Opportunities for continual improvement
- Results of exercising and testing
- Recommendations for improvement (internal audits, reviews, self-assessments)
- Emerging good practice and guidelines
- Results of audits of key suppliers/partners where applicable
- Reviews of business continuity arrangements including generic and departmental plans.
- Results and feedback from training sessions, awareness and guidance material

The outputs of the management review may result in decisions and actions being taken to improve the efficiency and effectiveness of the business continuity management system.

10 Improvement

WYFRS will improve the business continuity management system through the application of preventative and corrective actions, which shall be proportionate to the issue/problem identified and aligned with the policy and objectives. Documentation will be amended to reflect preventative and corrective actions which have been taken or implemented, if applicable.

10.1 Nonconformity and Corrective Action

WYFRS will ensure the business continuity management system operates as intended by identifying opportunities for improvement when non-conformances occur.

Each non-conformance will be reviewed in terms of the response required, as immediate action may be required to control and correct it and deal with any consequences.

Additional evaluation will be required to ensure non-conformances do not repeat. This evaluation will review the non-conformance, determine the causes, and identify if similar non-conformances exist or could potentially occur. The evaluation may result in action being implemented, which should be assessed for effectiveness to prevent reoccurrence.

Corrective action should be proportionate to the non-conformance and may result in changes to the business continuity management system. All non-conformances along with any corrective action taken will be documented.

10.2 Continual Improvement

WYFRS will continually seek to improve the business continuity management system, in terms of suitability, adequacy and effectiveness. This will be through the results of analysis, evaluation, reviews and performance. Where opportunities for improvement are identified they will be reviewed by the Business Continuity Group prior to implementation.