

Business Continuity Plan

for local businesses and organisations

Documentation Control	
Status
Date
Review by Date

Please note:
There will be a requirement to raise awareness, embed and test arrangements within

Business Name
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This plan template has been developed by the North Wales Councils' Regional Emergency Planning Service on behalf of the following local businesses and organisations to be adopted and amended as required.

The Business Continuity Checklist for local businesses and organisations will assist in completing this plan.

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CHECKLIST 1

Initial Actions for The Chief Executive / Managing Director (or nominated representative)		
No:	Action:	Plan Ref:
	<i>After being contacted to inform of a Sudden Impact Incident that has possible major consequences for the business during Office Hours or Out of Office Hours.</i>	
	Discuss impact of Incident with reporting Officer, gauge possible consequences on the business.	
	<i>In a Rising Tide type emergency there will be more time to prepare arrangements.</i>	
	Identify appropriate meeting room for Incident Management Team meetings.	
	Contact Incident Management Team Members.	
	Call 1st meeting of the Incident Management Team.	
	Arrange for the Incident Management Team to have appropriate: <ul style="list-style-type: none"> A. Loggists present to log actions etc. B. Administrative support. 	
	Follow Agenda (see Annex 2).	

CHECKLIST 2

Initial Actions for Departmental Representatives / Other Directors (or nominated representative)		
No:	Action:	Plan Ref:
	<p>After being contacted to inform of a Sudden Impact Incident that has possible major consequences for the Out of Office Hours, the Departmental Representative / Director should:</p>	
	Discuss impact of Incident with reporting Officer, gauge possible consequences on the business.	
	Attend Scene. Conduct initial assessment of situation. Discuss situation with appropriate department i.e. Site Management and/or ICT.	
	If deemed to have major consequences for the business:	
	Inform Chief Executive / Managing Director or representative of the situation and advise as necessary.	
	Activate Business Continuity Plan(s).	
	Ensure Departmental Representation at the Incident Management Team.	
	Advise the Incident Management Team on Business Continuity Issues.	
	<p>In the event of a Sudden Impact Incident that has possible major consequences during Office Hours the emphasis will be on the Departmental Representative / Director or representative (after any on-site emergency procedures have been activated which can be found at {Insert link here to location of Emergency Procedures} to discuss situation with any other affected departments and contact Site Management to inform of the situation and follow actions as above.</p>	
	<p>In a Rising Tide type crisis there will be more time to prepare arrangements with the lead coming from the Incident Management Team.</p>	

CHECKLIST 3

Initial Actions for Site Management		
No:	Action:	Plan Ref:
	<i>In the event of Sudden Impact Incident impacting on your site during Out of Office Hours that has possible major consequences for the business, arrangements will be made {via the Site Management Duty Officer} for a Site Management Officer to attend the Scene. This officer should:</i>	
	Attend Scene. Conduct initial assessment of situation and report back to the {Site Management Duty Officer}.	
	Site Management will then:	
	Contact the Chief Executive/Managing Director or nominated representative and: <ul style="list-style-type: none"> • Inform of the situation • Provide relevant advice and guidance on probable impact of incident on the business. 	
	Arrange for the site to be made safe & secure.	
	<i>In the event of a Sudden Impact Incident impacting on your site during Office Hours the emphasis will be on Site Management to discuss the situation with relevant Departmental Representatives / Directors on site. A Departmental Representative will then contact the Chief Executive/Managing Director as in 2.</i>	
	Ensure Representation at the Incident Management Team.	
	Support affected departments in completing an Impact Assessment Form.	
	Activate the Building Disaster Recovery Plan (if required).	
	Advise the Incident Management Team on Building and Accommodation Issues.	

CHECKLIST 4

Initial Actions for Site Management		
No:	Action:	Plan Ref:
	<i>In the event of Sudden Impact Incident impacting on your site Out of Office Hours that has possible major consequences for the business, the IT Manager (or Representative) will:</i>	
	Activate the ICT Disaster Recovery Plan.	
	Ensure Departmental Representation at the Incident Management Team.	

B. THE PLAN

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1.0. Introduction

- 1.1. Business Continuity Management (BCM) arrangements within _____ will allow us to continue function delivery in the event of -
- An incident or crisis affecting one (or more) of the local businesses and organisations' major sites and/or critical systems;
 - Staffing levels being directly affected by an incident or crisis
 - {Insert additional if required}.

2.0. Purpose and Scope

- 2.1. The purpose of this plan is to co-ordinate _____ response to a wide range of disruptive incidents, including those that the organisation may not have anticipated. This is to ensure that critical functions can recover and return to normality as soon as possible whilst planning for the full recovery of all functions at the same time.

2.2. The scope of the Business Continuity Plan is as follows –

3.0. The Risks

Risk is defined as 'an event that, should it occur, would impact the local businesses and organisations ability to successfully achieve their objectives'.

A full list of identified and assessed Business Continuity risks to the organisation is contained in Annex 1.

This risk assessment is measured in terms of the ability to continue the business and not the event itself. For example, risk: Severe Weather (e.g. Snow and Ice, Flooding, Heatwave, High Winds) should be measured in terms of the likelihood of being able to continue the business if severe weather occurs and the impact of not being able to continue with the business, and not the likelihood of severe weather.

4.0. Activation of Response to a Business Continuity Incident/Crisis

The activation of the local businesses and organisations response to an incident/crisis will be determined on the seriousness of the situation and whether it is a sudden impact incident (happening without warning) or a 'rising tide' type emergencies i.e. fuel shortages, human health issues, and other emergencies where adequate alerts and warnings have been received etc.

4.1. Sudden Impact

These arrangements should be activated in the event of a crisis that may seriously affect the business infrastructure i.e.

- Structural Damage due to Severe Weather, Fire etc.
- Information and Communications Technology Failure

- Loss of Power Supply National, Regional, Organisational
- 3rd Party Accident
- Vandalism
- Terrorism
- Cyber Attack

The realisation of the threat or hazard may range from the relatively trivial in its effects to the catastrophic.

4.2. Rising Tide Emergencies

In the event of a crisis where there will be time to prepare, the Chief Executive / Managing Director or nominated representative should instigate BCM arrangements and convene the Incident Management Team to oversee the process.

4.3. Declaration of an Incident

The senior person on site i.e.:

- Departmental Representative
- Property Representative
- ICT Representative

Shall assess the immediate and obvious impact of the incident and, if deemed serious, report to the Chief Executive / Managing Director or Representative that:-

- There has been considerable damage to a major administrative building;
 - There is an expectation that resources need to be re-deployed to deal with the incident, consequently impacting on day-to-day function delivery;
 - Affected departments require support from other areas of the organisation.
- (This list is not exhaustive).

The Chief Executive / Managing Director or Representative will call the 1st meeting of the Incident Management Team. A proposed first Meeting Agenda is contained in Annex 2.

4.4. Out of Hours and During Office Hours Activation

Incident affecting a Building

In the event of an incident impacting on a building of the organisation e.g. Fire, the following process should be followed –

- {Insert Process here for both Office Hours and Out of Hours - this could be a written process or a flowchart}.

It is essential that Site Management are involved as soon as possible to make the initial assessment and contact the Chief Executive / Managing Director or nominated representative.

Incident affecting ICT

In the event of a major ICT failure, the following process should be followed -

- {Insert Process here for both Office Hours and Out of Hours - this could be a written process or a flowchart}.

4.5. Site Safety & Security

In the event of a building of the organisation being damaged, a priority must be to ensure site safety and security.

4.6. Incident Management

This section provides details of the Incident Management Structure which would be activated to respond to a Business Continuity Incident affecting the organisation.

4.6.1. Incident Management Team Membership

The Incident Management Team will formulate the overall policy within which the response will be made as well as setting out the plans for a return to normality once the incident has been brought under control.

The team will meet as soon as possible in response to the need to plan for a possible 'rising tide' emergency/crisis. This could be through physical (designated buildings below) or virtual means.

The table below lists the group members of the Incident Management Team:

Name	Designation	Role

The Incident Management Team will be located at –

If circumstances at the time dictate that the building cannot be used, the team will meet at another suitable location determined at the time of the incident or will use systems such as messaging app to communicate.

Relevant representatives may need to be co-opted onto the Team dependant on the incident or crisis being dealt with.

For an agenda for the first meeting of the Incident Management Team, see Annex 2.

4.6.2. Business Continuity Team Membership

The prime task of the Business Continuity Team is to determine the priority in allocating resources, to plan and to co-ordinate the overall response and obtain other resources as required.

Name	Designation	Role

The Business Continuity Team will be located at -

If circumstances at the time dictate that the building cannot be used, the team will meet at another suitable location determined at the time of the incident or will use systems such as messaging app to communicate.

Relevant representatives may need to be co-opted onto the Team dependant on the incident or crisis being dealt with.

For an agenda for the first meeting of the Corporate Business Continuity Team, see Annex 6.

See below for a diagram of the Incident Management structure which will be put in place for dealing with an incident with Business Continuity implications for the organisation:

4.7. Impact Assessment

In the event of an incident affecting the local businesses and organisations infrastructure, system failure, or both, individual department will be required to complete an impact assessment prior to the 1st Incident Management Team Meeting. This will assist the organisation in identifying critical functions affected and resources required to maintain them.

For an Impact Assessment Form, see Annex 4.

4.8. Logging

A log of events recording all decisions and actions taken must be maintained. This is of vital importance to facilitate structured management of the incident, for legal inquiries, insurance claims and to detail expenditure for the local businesses and organisations accounts. It will also be extremely useful in reviewing the action taken when the effectiveness of the plan is reviewed.

4.9. Financial Expenditure

{Insert details of cash reserves available to cover emergency situation if necessary}

4.10. Stand down

It is the responsibility of the Chief Executive / Managing Director (or nominated deputy) to stand down the response when no longer required. Instructions to stand down should be given through the Incident Management structure with this decision also being communicated to staff, members and stakeholders.

5.0. Strategies

The following information will support the Incident Management Team in developing strategies for dealing with the incident.

5.1. Information Strategy

The organisation must also ensure that Stakeholders are informed of any arrangements which could affect them directly as well as the on-going situation. Managers may be required to provide additional information to members of staff responsible for critical functions (see below).

- Building Closures
- Situation within departments
- Alternative working
- Re-deployment
- Relevant Contact Details

This list is not exhaustive.

5.2. Business Continuity

A priority for the organisation is to maintain business continuity. Where departments have been affected then there will be a requirement to prioritise critical functions of the organisation as described below.

5.2.1. Critical Functions

A list of critical functions which cannot be curtailed in order to maintain organisational delivery and their recovery time objective identified by the organisation are listed in Annex 2. A recovery time objective is defined as the period of time following an incident within which a product or an activity must be resumed or resources must be recovered.

5.2.2. Critical Staff

Critical staff required to ensure continuity of critical functions are identified within Annex 3.

5.2.3. Non-critical Staff

Consideration should be given to curtailing some non-critical functions. Non-critical Staff and resources may then be re-assigned to support critical functions.

However it is important to consider:

- Health & Safety issues
- Suitability of staff
- Remuneration issues etc.

5.2.4. Resources

Critical resources required to ensure continuity of critical functions are identified within Annex 7.

5.2.5. HR/Staffing Issues

Issues that may arise include:

- Vetting of Information to staff
- Accommodation issues
- Health and Safety issues
- Staff Counselling issues
- Adapting Corporate Policies i.e. sickness, home working etc.

5.3. Building and Accommodation Issues

Where buildings of the organisation have been damaged by an incident it will be necessary to make arrangements to deal with the damage and re-locate staff.

{To facilitate this process a Building Disaster Recovery Plan should be produced - or if not required, further details should be included here}.

5.3.1. Relocation of Functions

An early decision will be required as to which functions:

- Must be reinstated first;
- Parts can be transferred elsewhere;
- Functions which are unaffected by the incident may need to be relocated or condensed so that a higher priority department can use some or all of their office space.

There will be a need to evaluate what facilities, i.e. ICT etc. that will be needed in these alternative locations.

Once this decision has been made, Organisation Representatives / Directors through the Incident Management Team will need to plan for the re-location.

5.3.2. Evaluate Alternative Premises

Once a more accurate assessment of the damage has been made and an estimate of the interruption period established, then the type of short/medium term accommodation required can be decided.

The Incident Management Team will provide a report on the extent of damage and the likely disruption. It will be established whether:

- Parts of the damaged premises can be reoccupied immediately;
- Parts can be reoccupied and in what timescale;
- It is feasible to install temporary buildings on or off site & in what timescale;
- Other offices occupied by the organisation can be used;
- Other premises owned by the organisation can be used but adaptation would be required. They would also include an estimate of the timescales.
- External premises could be rented/purchased and the timescale of the adaption/occupation.

If all or parts of the local businesses and organisations' business are to be relocated elsewhere then a small team will be formed with personnel from the Incident Management Team to inspect suitable premises and provide a report on their findings.

This report will form the basis of the organisation's medium-term business recovery strategy.

5.3.3. Longer Term Strategy

In time professional advice will be available and a clearer picture will be formed of such things as:

- Salvage requirements;
- Demolition;
- Rebuilding times;
- Completion times of the temporary accommodation;
- Supply of furniture, stationary, machinery etc.

This stage is an ongoing process. The incident has occurred, it has been brought under control and the pattern of working during the rebuilding time is being established.

If temporary buildings have been erected on site or alternative premises have been located, then occupation of these will begin. This will be regarded as a normal removal process.

The organisation will need to:-

- Assess long term replacement/refurbishment needs;
- Incorporate improved fire and security measures;
- Prepare building brief. Consider improvements to current regulations;
- Agree brief and develop brief for tender;
- Determine contractors' access, compound and safe working practices.

5.4 ICT Issues

Where ICT systems have been impacted the ICT department will activate their **ICT Disaster Recovery Plan.**

6.0. De-brief

A formal de-brief should be held following the incident/crisis involving staff involved in the response.

Following the debrief, a report will be produced detailing the responses to the discussions mentioned above. The recommendations highlighted will improve plans and arrangements in place as well as any required future responses to an incident/crisis that may impact on the organisation.

C. ANNEXES

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ANNEX 1

Risk Assessment

Risks and Impacts						
Risk Assessment						
<p>Risks that may affect this organisation directly are described below: {The risks included in the table below have been included as an example - local businesses and organisations should amend if necessary}.</p> <p><i>Note: Local businesses and organisations should utilise their Risk Matrix in order to complete the Risk Scoring (If Risk Scoring is not required or matrix not available, Likelihood Score, Impact Score and Risk Score columns can be removed).</i></p>						
Ref:	Risk:	Description/ Consequences	Mitigation	Likelihood Score	Impact Score	Risk Score
R01	Severe Weather (e.g. Snow and Ice, Flooding, Heatwave, High Winds)					
R02	Loss of Staff (Due to Pandemic Influenza, Syndicate Lottery Win, Strike, Terrorist Incident, Responding to Incidents, Secondment, Staff Displacement)					
R03	Loss of Office Accommodation / Access Denial (Due to Fire, Terrorist Threat, Local access issues, Strike)					
R04	Loss of ICT and Communications (Due to Network Issues, Access Denial)					
R05	Loss of Utilities (Due to loss of Electricity, Gas and Water)					

Ref:	Risk:	Description/ Consequences	Mitigation	Likelihood Score	Impact Score	Risk Score
R06	Loss of 3rd Party Supplies and Services (due to 3rd Parties own Business Continuity issues)					
R07	Loss of Information / Records (Due to Data Breach, Cyber Attack, Fire Damage, Water Damage)					
R08	Fuel Crisis					

ANNEX 2

Business Impact Analysis

	Critical Activity/ Functions:	Consequence of loss	Mitigation Strategy	Recovery Time Objective
1				
2				
3				
4				
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23				
24				
25				
26				
27				

ANNEX 3

Critical Staff

Ref:	Surname	Name	Job Title	Home Contact Number:	Work Contact Number:	Work Email address	Work from home?	Incident Management Team?
CS001								
CS002								
CS003								
CS004								
CS005								
CS006								
CS007								
CS008								
CS009								
CS010								
CS011								
CS012								
CS013								
CS014								
CS015								
CS016								

ANNEX 3

Critical Staff

Ref:	Surname	Name	Job Title	Home Contact Number:	Work Contact Number:	Work Email address	Work from home?	Incident Management Team?
CS017								
CS018								
CS019								
CS020								
CS021								
CS022								
CS023								
CS024								
CS025								
CS026								
CS027								
CS028								
CS029								
CS030								
CS031								
CS032								

ANNEX 4

Initial Organisation or Departmental Impact Assessment Form

The purpose of this form is to gather information as soon as practicable during a Business Continuity Incident affecting the organisation in order to provide an update on Departmental Impact when attending any response team meetings.

Name of Department	
Date of Incident	
Brief Description of Incident	
Has the Business Continuity Plan been activated?	Yes / No
<i>A log of all available options, decisions taken, the rationale and actions required should be taken during all response meetings. This log should be kept for reference in case of any post incident investigations or for audit purposes.</i>	
Staffing	
How many staff in the Organisation/ Department have been affected?	i.e. % number of staff, how many staff out of total number of staff
Are they affected due to -	Illness
	Caring Responsibilities
	School Closures
	Severe Weather
	Combination of above
	Other
Have any messages been given to staff regarding expected action? e.g. told to work from home? Attend alternative location of work?	
And how was this message given?	Verbally / Face to Face
	Telephone Call
	Social Media
	Other Contact List Group
	Email
	Other

Is there ongoing communication with Staff?	Yes / No
How is this ongoing communication being carried out?	

Buildings / Infrastructure

(a full Impact Assessment will be carried out during an Incident affecting Buildings / Infrastructure which is contained within the Building Disaster Recovery Plan)

Have any of the local businesses and organisations' offices / administrative areas been affected?	Yes / No
If so, which offices / administrative areas?	
Were any Staff evacuated?	Yes / No
If yes, where have they been evacuated to? Were they allowed back into the Building?	
What message was given to staff if they were unable to access the building? (either after evacuation or prior to attending the workplace)	
And how was this message given?	Verbally / Face to Face
	Telephone Call
	Social Media
	Other Contact List Group
	Email
	Other
Functions	
Have any Critical functions been affected?	Yes / No
If yes, which functions have been affected?	
What impact is this currently having on function delivery?	

Ongoing Issues	
Are there any ongoing staffing issues?	Yes / No
Are there any ongoing technical issues? i.e. IT Issues	Yes / No
Are there any ongoing office accommodation issues?	Yes / No
Are there any external issues? i.e. with 3rd Party Suppliers and Services	Yes / No
If yes to any of the above, what are the ongoing issues?	
If yes to any of the above, is additional support required? And if so, what additional support is required?	
If no additional support is required, when does the Organisation/ Department expect these issues to be resolved and delivery to be resumed?	
Person completing this form	
Name and Title	Signature
Date	Time

ANNEX 5

Agenda for Incident Management Team

{The agenda below is an example - Local Businesses and Organisations should amend if necessary}.

Incident Management Team Meeting	
DATE:	
TIME:	
VENUE:	
CHAIR:	

1. Present
2. Confirm Membership
3. Confirm Logging and general administrative support arrangements
4. Situation Report and Impact Assessments from organisation/departments
5. Review and agree strategy and priorities
6. Review outstanding actions and determine and allocate new strategic actions
7. Setup of Business Continuity Team (1st meeting)
8. Confirm Communication Strategy with Business Continuity Team

Meetings:

9. Date and Time of Next Team Meeting

TIME CONCLUDED:	
------------------------	--

ANNEX 6

Agenda for Business Continuity Team

{The agenda below is an example - Local Businesses and Organisations should amend if necessary}

Business Continuity Team Meeting	
DATE:	
TIME:	
VENUE:	
CHAIR:	

1. Present
2. Situation Report & Impact Assessment Report from organisation/departments
3. Strategic Priorities
4. Confirm Membership
5. Setup of any required specialist Incident Management Teams i.e. Site Recovery, ICT.
6. Confirm Logging and general administrative support arrangements
7. Confirm communication strategy with other Incident Management Teams if required.
8. Temporary accommodation of Staff until Staff Policy agreed i.e. relocate to other site, send home etc.
9. Access, Security and general H&S issues
10. Identify functions that need to be maintained/curtailed
11. Alternative Office Accommodation
12. Required critical resources to maintain critical functions
13. Other alternative working options

Communications:

14. Notification to Stakeholders, 3rd Party Services and Suppliers
15. Ongoing strategy for keeping Staff and Members informed
16. Confirm Reporting Lines

Meetings:

17. Date and Time of Next Team Meeting

TIME CONCLUDED:	
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ANNEX 7

Critical Resources

