Business Continuity Plan

Company name:

Date	
Version	
Author	
Address	
Telephone Number	
Email Address	
Review Date	

Contents

Section: **Front Cover**
Time: **2 Minutes**

Instructions for Completing: It is essential that the date and version (e.g. version 1) are also included. Subsequent updates should be re-dated and the version updated (e.g. version 2). It is important that all recipients of the plan have the same version copy.

Further Information: It is recommended that the information contained in a Business Continuity Plan is reviewed on a regular basis (at least annually) to ensure that the information contained within it is accurate.

Once a Business Continuity Plan has been developed it is recommended that the plan is tested (through an exercise) to validate it.

1. Distribution List

Make sure that a number of copies of this plan are maintained off site in a secure place

Copy Number	Name and Job Title	Location
001		
002		
003		
004		
005		
006		
007		
008		
009		
0010		

Section:
Distribution List
Time:
5 Minutes

Instructions for Completing: List the individuals that will receive a copy of this plan. Include their name, job title and location. The location could be a room name (eg – Office 1) or an alternative physical location, or an electronic file location.

Further Information: Whenever this plan is amended or revised, ensure the above are all notified and receive a revised copy.

Give some thought to how you will share the plan. Consider sharing both electronic and hard copies on and off site.

2. References and related documents

(For example health and safety policy, building evacuation arrangements, staff training records, etc.)

Document Title, Document Version, Date and Location
HSE Website: Health and safety information, advice, guidance and legislation **www.hse.gov.uk**

Section:
Distribution List
Time:
5 Minutes

Instructions for Completing: Any documents referred to or having a bearing on your plan should be listed as a cross-reference. Such documents might include health and safety policies, building evacuation procedures or other emergency procedures.

Further Information: The purpose of this section is to avoid duplicating information. When referring to documents, make sure all individuals named on the distribution list can access the referenced documents.

3. Aim of this Plan

To make sure the best possible business continuity response and recovery to any planned or unplanned disruption to normal business.

4. Objectives

- To define and prioritise the critical functions of the business;
- To analyse the business continuity risks to the business;
- To identify mitigation in place and required to manage risks;
- To detail the agreed response to a business continuity incident.
- To identify key contacts during an incident.
- ....
- ....
- ....

5. Trigger

This plan will be fully activated when...

Section: **Aim and objectives** Time: **2 Minutes**

Instructions for Completing: You may wish to add to the aim and objectives.

Further Information: The purpose of this section is to inform users of what this plan is to be used for and the information recorded in it.

6. Coordination of the Response to a Business Disruption

The person(s) responsible for coordinating the company's response to and recovery from a business disruption will be

Option 1	Option 2	Option 3

He/she will be assisted by other members of the company to make up the Business Continuity Team as follows:-

Role	Option 1	Option 2	Option 3
Business Continuity Co-ordinator			
Communication Lead			
Welfare Lead			
Loggist			
Role			
Role			

Section: **Coordination of the response to a business interruption** Time: **5 Minutes**

Instructions for Completing: This page should list the person(s) responsible for co-ordinating the business continuity response to an incident.

The page should also name members of the Business Continuity Team

Further Information: Personnel are key to a business continuity response. This section looks to identify those that will be involved with a business continuity response and ensures individuals are aware of the role expected of them. Ensure those that have been given a role are competent to fulfil the role.

7. Location of Emergency Control Centre

The Company's emergency control centre, (where the response and recovery from an incident will be coordinated), is set out below; with an alternative site should the preferred option be unavailable.

Details	Preferred Location	Back-up Location
Address		
Telephone Number(s)		
Email address(es)		
Further Information		

Items that may be required in an Emergency Control Centre:

• Computers (and internet access) • Printer • Photocopier • Fax • Telephones (landlines and mobiles) • Maps • Projector • White Boards • Stationery • Manual Log Sheets • Hard Copies of Relevant Plans • TV • Radio

Section:
Location of Emergency Control Centre
Time:
2 Minutes

Instructions for Completing: This is an area/room where the emergency can be managed from. Some incidents can be managed without the need for an Emergency Control Centre. However, larger scale and more complex business continuity incidents often require an Emergency Control Centre to be established. Your first choice centre may be on site (in a meeting room perhaps); however, since incidents such as flooding and utility failure may make your building inaccessible, if possible your back-up location should be off site.

8. Emergency Response Checklist - For use during an emergency

Action	Consideration	Notes
Safety	All staff on site must ensure their own safety and the safety of others (e.g. service users, visitors etc.)	
	The relevant emergency services must be alerted depending on the type of incident. Dial 999 and request either Police, Fire or Ambulance.	
Start a log of actions taken	All appropriate staff must maintain a log. **(see Appendix A)**	
Liaise with Emergency Services	Identify the Incident Commander from the relevant emergency service(s) (if on site.) The incident commander will usually identify themselves by wearing a specific tabard.	
	Ensure that he/she is advised of all factors relevant to the incident and updated regularly.	
Convene your Business Continuity Team	Advise team members of the location, time and date of the meeting(s.)	
	Use the Handover Form/Situation Report in **Appendix B** to both gather initial information and disseminate information when an update and handover is required.	
	Arrange future meetings (dates, times, location, attendees).	
	Ensure that Business Continuity Team meetings are recorded in writing.	

Section:
Emergency Response Checklist
Time:
2 minutes to check/ personalise then use in an emergency

Instructions for Completing: This page outlines a basic checklist/ action plan to use when an emergency or business disruption occurs. You may need to expand on this significantly to tailor it to your particular business.

8. Emergency Response Checklist - For use during an emergency (continued)

Action	Consideration	Notes
Identify functions disrupted	Are the disrupted activities critical?	
	Are alternatives available?	
	Are any other activities affected? Do these impact on critical activities?	
Identify any damage	Damage to buildings, fixtures and fittings.	
	Damage to personal belongings.	
	Damage to IT or telephony.	
	Damage to vehicles.	
	Staff wellbeing issues.	
	Disruption to supplies.	
	If safe to do so, take photographic evidence.	

Section:
Emergency Response Checklist
Time:
2 minutes to check/ personalise then use in an emergency

Instructions for Completing: This page outlines a basic checklist/ action plan to use when an emergency occurs. You may need to expand on this significantly to tailor it to your particular business.

8. Emergency Response Checklist - For use during an emergency (continued)

Action	Consideration	Notes
Decide on course of action	Use the formal agenda for Business Continuity Team meetings (Appendix C.)	
	Allocate responsibilities to team members and others.	
	Allocate actions to team members and others.	
	Determine priorities.	
	Consider staff working arrangements and welfare.	
	Consider alternative working methods.	
	Consider mitigation already in place.	
	Consider short, medium and long term issues.	
	When you expect to be back to normal?	

Section:
Emergency Response Checklist
Time:
5 minutes to check/ personalise then use in an emergency

Instructions for Completing: This page outlines a basic checklist/ action plan to use when an emergency or business disruption occurs. You may need to expand on this significantly to tailor it to your particular business.

8. Emergency Response Checklist - For use during an emergency (continued)

Action	Consideration	Notes
Communication	Methods of communication (email, internet, telephone, post, word of mouth, staff meetings, business partner meetings, social media, traditional media etc.)	
	Consider who is best placed in the organisation to deliver communications messages.	
Debrief	After the incident, learn from it. Invite all interested parties to give their views and comments.	
	Did the plan work? If not, why not? Any improvements?	

Section:
Emergency Response Checklist
Time:
5 minutes to check/ personalise then use in an emergency

Instructions for Completing: This page outlines a basic checklist/ action plan to use when an emergency occurs. You may need to expand on this significantly to tailor it to your particular business.

9. Key Contact Details – Internal, External and Supplier

Contact	Office Number	Contact details (In Hours)	Contact details (Out of Hours)

Section: **Contact details** Time: **10 Minutes**

Instructions for Completing: Maintenance of a list of key internal and external contacts is critical. Depending on the size of your organisation you may want to establish a telephone cascade system for contacting staff so as to avoid listing the contact details of all staff in this plan. If you hold a cascade contact list then this plan should just include contact numbers for key staff, such as managers, supervisors etc. You may also wish to list the contact details for suppliers or other local companies who may be able to assist you.

Further Information: The purpose of this section is to pre-identify key contacts for use during a response.

Section:
Risk Assessment Table
Time:
15 Minutes

Instructions for Completing: The risk assessment looks at the risk associated with certain events. This helps you to prioritise the risks to your business and address the higher risks as a priority.

The table looks at all the possible risks associated with your business. A few examples have been given, but there will be more. In the "likelihood" column insert a number between 1 to 5 (1 = negligible, 2 = rare, 3 = unlikely, 4 = possible and 5 = probable) according to how you perceive the likelihood of such an incident happening. For example, if your business is situated close to a river, the likelihood of flooding may be high (possibly scoring a 4 or 5), whereas if you are located on high ground it may be low (possibly scoring a 1 or 2).

In the impact column you will need to assess what the impact on your business would be (1 = insignificant, 2 = minor, 3 = moderate, 4 = significant and 5 = catastrophic). Using the flooding example again, although the likelihood might be low, should your business be flooded the impact could be significant or catastrophic.

Using the risk assessment table at the top of this page, complete the risk matrix score column.

The next column (mitigation in place) should be completed with details of any steps you have taken to reduce the risk of such an event affecting your business. The final column (further mitigation required) should include any steps you have identified which you could take to reduce the risk even further. Examples of risk mitigation can include insurance cover, alternative premises, back-ups of key records, fire extinguishers etc.

10. Risk Assessment Table

Impact \ Likelihood	1	2	3	4	5
5	HIGH	VERY HIGH	VERY HIGH	VERY HIGH	VERY HIGH
4	MEDIUM	HIGH	VERY HIGH	VERY HIGH	VERY HIGH
3	MEDIUM	MEDIUM	HIGH	HIGH	HIGH
2	LOW	MEDIUM	MEDIUM	MEDIUM	MEDIUM
1	LOW	LOW	LOW	LOW	LOW

Hazard	Likelihood	Impact	Risk Matrix Score (L,M,H,VH)	Mitigation in Place	Further Mitigation Required
Example (Flooding)	*4*	*4*	*VH*	*Sandbags in store room. Important documents stored upstairs.*	*Sign up to Environment Agency flood warnings.*
Flooding.					
Fire.					
Loss of a significant amount of staff (pandemic disease, industrial action etc.)					
Telephony failure.					
Loss of electricity.					
Loss of gas.					
Loss of water.					
IT disruption.					
Loss of specialist equipment and services.					

Further Information: The purpose of this section is to allow you to view risks to your business and possible actions to help mitigate these before they happen. When you have completed the process you will have identified the highest risks to your business and you can address these first.

11. Business Impact Analysis (BIA)

	Score how a loss of each function would impact on the following (1 = very little impact, 5 = catastrophic impact)					
Activities of the business.	**Reputation of the Business**	**Finance**	**Clients**	**Community**	**3rd Parties (Including Contractors)**	**Average Score**
Public Facing Reception	4	2	5	1	4	3

Section:
Business Impact Analysis
Time:
30 Minutes

Instructions for Completing: A Business Impact Analysis "BIA" is an assessment of the impacts of losing certain activities/ functions of your organisation. Using the table, note down all of the activities of your business, then score how a loss of each activity would impact on the reputation of your business, finance, clients, the community and third parties. From this list, you will be able to identify the most critical activities of your organisation that would need to be priorotised/ resourced first following a significant disruption to normal business. An activity with an average score of 3, 4 or 5 will be classed as critical. Critical activities could include the payment of staff wages, the operation of a manufacturing line or providing a telephone support service etc.

For each of the activities you identify as critical, complete a BIA form and a minimum resources table overleaf. A single page has been included overleaf, but additional pages should be added for each separate critical activity.

11. Business Impact Analysis (BIA) (continued)

THIS BIA FORM SHOULD BE COMPLETED FOR EACH CRITICAL ACTIVITY

Activity:	Customer Facing Reception

What is involved in providing this activity?	Computers, Desks, Chairs, Telephones, Seating in a Waiting Area, x2 Receptionists, x1 Manager, Printer, Scanner, Fax Machine, Petty Cash, Microsoft Outlook, Keys for Meeting Rooms, Soft Furnishings etc.

Minimum Resource Table (Minimum Resources Required for Recovery):

Time	No. of Staff	Premises	Physical Resources Required	IT / Telephony / Data Required
First 24 hours	E.g. – x2 Receptionists x1 Reception Manager Note – It is important to include job titles.	E.g. – Office accommodation close to an entrance to the building.	E.g. – x3 Desks, x3 Chairs, Soft Furnishings, x5 waiting room chairs, x1 water dispenser, x1 first aid kit.	E.g. x3 laptops with internet access, x3 landline telephones, Microsoft Outlook.
24 – 48 hours				
Up to 1 week				
Up to 2 weeks				
Over 2 weeks				

Further Information: The minimum resources that you specify in this section should be a rough indication of the resources that you may require during a worst case scenario disruption.

12. Critical Activity Priority List

Priority	Critical Activity	Impact (Short Term/Long Term)	Contingency Arrangements
	Customer Facing Reception	Short Term – Clients can't book appointments with staff Long Term – Administration tasks may back up causing wider issues for the organisation	Premises issues: - Provide a virtual reception by telephone. - Move the reception to a meeting room. Staffing issues: - All staff to undertaking reception duties on a 2hour rota.
1			
2			
3			
4			

Section:
Critical Function Priority List
Time:
20 Minutes

Instructions for Completing: You will have already identified all the critical activities of your business in the business impact analysis. In this section you should prioritise your activities, list the impacts a disruption may cause and any contingency arrangements you have in place or could arrange to ensure continuation of the function (such as use of agency staff, alternative premise, etc.). The activity listed first in the critical activity row should be the activity you would look to resource first. Consider adding contingency arrangements for issues regarding staff, premises, processes, IT and suppliers.

13. Appendix A – Logging Template

Name	

Date	Time	Information / Decisions / Actions / By Who	Rationale for Decisions and Actions (if applicable)	Initials of Decision Maker

Section: **Logging Template**
Time: **N/A Use in a response**

Instructions for Completing: Any of your staff involved in the response to an incident affecting your business should maintain a record of the the decisions and actions they have taken and the rationale for each decision and action. This may assist with the debrief, subsequent insurance claims, etc.

14. Appendix B - Generic Incident Handover Form/Situation Report

Situation Overview Location, severity, expected duration, etc.	**Who and what is Affected** e.g. buildings, staffing, travel, utilities, suppliers, public health, etc.	**Notification** Who has been contacted and what information has been exchanged?	**Recovery** What can be done now to plan for recovery?	**Services** Are you able to provide full service or will non critical activities have to cease or provide a reduced service to support more critical activities?
Response and Issues What has been done so far to respond to the incident? Are there issues/problems?	**Communication** Who needs to be informed and how will you inform them (internal, external and the public)?	**Key Contacts** Contacts for emergency services, suppliers etc.	**Next Update** Date, time, location and method of disseminating next handover form.	**Other**

Section:
Generic Incident Handover Form/Situation Report
Time:
N/A Use in a response

Instructions for Completing: During an incident or when handing over (if the incident is protracted), it can be useful to periodically complete and share the handover form/situation report. This will ensure that key individuals have access to the most up-to date information on both the incident and the business continuity response. Ensure that any completed forms are saved as they will be able to provide assistance with any insurance claims or debriefs.

15. Appendix C - Business Continuity Team Draft Agenda

1) **Attendance and apologies**
2) **Agree membership**
3) **Minutes of last meeting and matters arising**
4) **Issues/updates since the previous meeting**
5) **Update of the current situation**
6) **Prioritising critical services/activities**
7) **Communicating with staff and others**
8) **Planning for recovery and the reinstatement of non-critical activities**
9) **Any other business**
10) **Date time and venue of next meeting**

Section:
Draft Agenda
Time:
N/A Use in a response

Instructions for Completing: Use this generic agenda in business continuity meetings. You may wish to adapt it to make it more specific to your organisation.

Further Information: Often when responding to business disruptions, emotions are high. Having an agenda in place will help you get the most out of business continuity meetings.