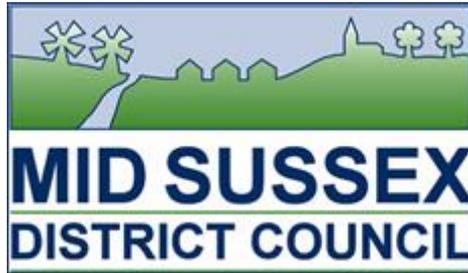


Appendix D: BC Plan Template



Business Continuity Plan

Protective Marking: Official

Emergency Response:

Saving life and responding to an emergency comes first. The safety of staff and informing relevant emergency services where appropriate is a prime responsibility and takes precedence over the activation of this plan.

To activate this plan, go to the page indicated for each time critical activity below.

Recovery priorities for Critical Activities: *List department / unit time critical activities in the order you want them recovered.*

1. .	Page
2. .	Page
3. .	Page
4. .	Page
5. .	Page

If you do not want to activate the plan, but wish to become acquainted with the details – see table of contents below:

Table of Contents		Page
Emergency Response		1
Recovery Priorities for this plan		1
When to activate this plan		3
Critical Activity 1		4
Critical Activity 2		5
Critical Activity 3		6
Critical Activity 4		7
Plan description, scope and purpose		8
Risks to delivery, command structure and responsibilities		
Incident management team and room location		
Plan activation		
Recovery Phase		
Annexes		
• A. Communications plan		
• B. Telephone contact list		
• C. Incident Management Team Meeting Suggested Agenda		
• D. Additional Task Lists		
• E. Evacuation and welfare details		
• F.		
• G.		
Document Information		

Figure 1: Activation Criteria - When to Activate this Plan:

Risk to delivery and loss of: ↓	Local Management Arrangements	Plan Escalation Direction 	
		1	2
		Contact senior manager, Incident manager, consider BC arrangements	Incident management team, crisis management team, organisation recovery teams formed
Staff	Duty manager or team leader will manage situation.	Large scale loss of staff, unable to maintain business as usual. See BC Plan.	Large loss of staff for more than 2 weeks.
Key Building	Local evacuation procedures will apply.	Loss of critical site for more than 4 hrs likely. Activate fall-back site. See BC Plan.	Loss of key building for more than 2 Weeks.
IT / Data	Help desk or service desk will deal in the first instance.	Loss of critical IT for more than 4hrs. Consider fall back site. See BC Plan.	Loss of key systems for more than 24hrs likely.
Power	Standby generator will activate, restore power.	Loss of generator power for more than 24hrs. Consider fall-back plan. See BC plan.	Loss of main power or generated power for more than 1 week.
Specialist Equipment	SLA or service contracts for repair or replacement.	Loss of specialist equipment for more than 24hrs. See BC plan.	Loss of specialist equipment for more than 1 week.
Supply Chain	Minor issues dealt with locally by supplier management / supervision	Consider alternative supplier. See BC plan.	
Reputation	Low level media attention by press, usual news gathering dealt with locally	Incident attracts significant media attention. Contact media staff. See BC plan.	Considerable damage to reputation, litigation likely.

Critical Activity 1

Minimum Level of Service: *Detail the minimum level of service that this activity will deliver, and the minimum staff required.*

Recovery Time Objective: *Detail what the recovery time objective is for this activity.*

Recovery Procedures: *Detail the recovery procedures, actions and tasks per risk. Also detail the resources required to deliver your minimum level of service recovery. Consider fall-back site, equipment, communications, data management, PPE, records, security, internal / external dependencies / suppliers if any.*

The decision to invoke this Continuity Plan will be a matter of professional judgement; in any case the process must be started in sufficient time to ensure that the objectives are met.

To assist in this decision an activation impact criteria chart has been provided on page 3 (figure 1).

Building Not Available: Fall-back Site Location:

Activate Fall-back Site

- 1.
- 2.

Fall-back Resources Information:

- 1.
- 2.

Computer Network Fails:

- 1.
- 2.

Network Failure Resources Information:

- 1.
- 2.

Telephone Network Fails:

- 1.
- 2.

Telephone Failure Resources Information:

- 1.
- 2.

Staff Shortage:

- 1.
- 2.

Staff Shortage Resources Information:

- 1.
- 2.

Key Supplier / Specialist Equipment:

- 1.
- 2.

Supplier Resources Information:

- 1.
- 2.

Critical Activity 2

Minimum Level of Service: *Detail the minimum level of service that this activity will deliver, and the minimum staff required.*

Recovery Time Objective: *Detail what the recovery time objective is for this activity.*

Recovery Procedures: *Detail the recovery procedures, actions and tasks per risk. Also detail the resources required to deliver your minimum level of service recovery. Consider fall-back site, equipment,*

communications, data management, PPE, records, security, internal / external dependencies / suppliers if any.

The decision to invoke this Continuity Plan will be a matter of professional judgement; in any case the process must be started in sufficient time to ensure that the objectives are met.

To assist in this decision an activation impact criteria chart has been provided on page 3 (figure 1).

Building Not Available: Fall-back Site Location:

Activate Fall-back Site

- 1.
- 2.

Fall-back Resources Information:

- 1.
- 2.

Computer Network Fails:

- 1.
- 2.

Network Failure Resources Information:

- 1.
- 2.

Telephone Network Fails:

- 1.
- 2.

Telephone Failure Resources Information:

- 1.
- 2.

Staff Shortage:

- 1.
- 2.

Staff Shortage Resources Information:

- 1.
- 2.

Key Supplier / Specialist Equipment:

- 1.
- 2.

Supplier Resources Information:

- 1.
- 2.

Critical Activity 3

Minimum Level of Service: *Detail the minimum level of service that this activity will deliver, and the minimum staff required.*

Recovery Time Objective: *Detail what the recovery time objective is for this activity.*

Recovery Procedures: *Detail the recovery procedures, actions and tasks per risk. Also detail the resources required to deliver your minimum level of service recovery. Consider fall-back site, equipment, communications, data management, PPE, records, security, internal / external dependencies / suppliers if any.*

The decision to invoke this Continuity Plan will be a matter of professional judgement; in any case the process must be started in sufficient time to ensure that the objectives are met.

To assist in this decision an activation impact criteria chart has been provided on page 3 (figure 1).

Building Not Available: Fall-back Site Location:

Activate Fall-back Site

- 1.
- 2.

Fall-back Resources Information:

- 1.
- 2.

Computer Network Fails:

- 1.
- 2.

Network Failure Resources Information:

- 1.
- 2.

Telephone Network Fails:

- 1.
- 2.

Telephone Failure Resources Information:

- 1.
- 2.

Staff Shortage:

- 1.
- 2.

Staff Shortage Resources Information:

- 1.
- 2.

Key Supplier / Specialist Equipment:

- 1.
- 2.

Supplier Resources Information:

- 1.
- 2.

Critical Activity 4

Minimum Level of Service: *Detail the minimum level of service that this activity will deliver, and the minimum staff required.*

Recovery Time Objective: *Detail what the recovery time objective is for this activity.*

Recovery Procedures: *Detail the recovery procedures, actions and tasks per risk. Also detail the resources required to deliver your minimum level of service recovery. Consider fall-back site, equipment, communications, data management, PPE, records, security, internal / external dependencies / suppliers if any.*

The decision to invoke this Continuity Plan will be a matter of professional judgement; in any case the process must be started in sufficient time to ensure that the objectives are met.

To assist in this decision an activation impact criteria chart has been provided on page 3 (figure 1).

Building Not Available: Fall-back Site Location:

Activate Fall-back Site

- 1.
- 2.

Fall-back Resources Information:

- 1.
- 2.

Computer Network Fails:

- 1.
- 2.

Network Failure Resources Information:

- 1.
- 2.

Telephone Network Fails:

- 1.
- 2.

Telephone Failure Resources Information:

- 1.
- 2.

Staff Shortage:

- 1.
- 2.

Staff Shortage Resources Information:

- 1.
- 2.

Key Supplier / Specialist Equipment:

- 1.
- 2.

Supplier Resources Information:

- 1.
- 2.

Plan Description: **This Plan represents Department's arrangements to ensure that it can deliver essential services in line with organisational priorities**

Scope: *Detail the scope of the plan.*

This plan assumes that we may be unable to provide Departmental services in the normal way, perhaps through severe staff shortages or loss of primary accommodation and contains arrangements to provide a minimum level of service, and provisions for alternative working practices and locations that will ensure the time critical activities of the Department can be maintained during a disruption.

Purpose: *Detail the purpose of the plan.*

This plan describes the methods by which the Department will maintain our critical activities when faced with an incident that may impact significantly on delivery of normal services for a protracted period.

Risks to Delivery: *List the most likely risks to delivery, this list can change according to the type of activity being delivered.*

- Loss of access to main buildings
- Substantial reduction in staff, key personnel
- Loss of IT systems, telecommunications, data, information
- Loss of electrical power, water supply, fuel
- Loss of key supplier / specialist equipment

Command Structure and Responsibilities: The structure below sets out the format that will be used to command all Departments BC disruptions.

Incident Management Team for Department: *Insert the names of the staff in your department that will take on the roles of Gold, Silver and Bronze.*

Incident Management Room / Location: *Identify a location or locations where the incident will be managed from. This will be the focal point for all activity during the disruption. Depending on the size of your organisation, a second alternative may be worthwhile.*

Gold: (insert name) head of Department has overall strategic responsibility for the business continuity response and recovery phases. Suggested Task List in Annex D.

Silver: (insert name/s) are the senior management team forDepartment and are responsible for the tactics for delivery of departmental critical activities, management of the ongoing recovery process and communications with Gold. Suggested Task List in Annex D.

Bronze/s: (insert name/s) will form the bronze team/s that will recover the critical activity that has been lost and manage the delivery of a minimum level of service to its pre-determined level. Suggested Task List in Annex D.

Plan Activation: *Who can activate the plan, when and how? Change the text below to suit your own plan.*

This plan, or any part of it, may be invoked either by Force Gold or any of departments senior management team in circumstances where they believe that it is not possible to continue to deliver these functions in the normal way and the consequences are such that it may have significant implications for the delivery of normal operations for a protracted period.

The decision to invoke this Continuity Plan will be a matter of professional judgement; in any case the process must be started in sufficient time to ensure that the recovery priorities are met.

To assist in this decision-making process, a plan activation chart has been provided on page 3.

The person invoking the Continuity Plan should consider:

- Consider immediate staff welfare requirements / evacuation if appropriate
- If out of hours, consider activating the communications plan Annex A
- Assess the extent of the disruption and confirm the need to invoke this plan using the Activation Criteria chart on page 3.
- Commence incident / decision log.
- Refer to the most relevant recovery plan for the situation encountered
- Call out the relevant Duty Manager – use appropriate call out system for org.
- Consider informing Organisation Gold Commander.
- Consider contacting organisation Media relations staff
- Retain Command and Control until the arrival of the Senior Manager
- Consider appointing supervisors / team leaders for bronze functions e.g. key skills and logistics

The Head of Department or their Deputy, once informed, will be responsible for continuity arrangements. They will:

- Assume the role of Gold (Continuity), except in circumstances where there is, or is potential for, organisation - wide impact, in which case management of the incident will be the responsibility of organisation Gold or Executive Officer. In these circumstances, they will assume the role of Silver.
- Gather information, assess the extent of the disruption and confirm the need to invoke this plan.
- Open a decision / Policy log
- If the disruption is wide-ranging, liaise with organisation Gold, assess the need to invoke any other relevant or related plans.

Recovery Phase: When the immediate effects of the incident have been overcome, execute detailed site evaluation, if required. Depending on the size and nature of the disruption, recovery can be complex and may involve more agencies than were used in the response phase e.g. facilities, estates, IT dept.

After a major disruption consider the following actions:

- Ensure a strategy is in place to inform any displaced staff of new working arrangements and to support staff welfare.
- Determine period for which buildings (or part of) may be uninhabitable. Obtain a professional assessment where appropriate
- Determine any temporary arrangements / accommodation to assist the recovery phase
- Identify and provide for any special security arrangements resulting from personnel relocation
- Reassess the recovery plan on a regular basis
- Develop and implement a stand-down plan at the appropriate time to ensure a smooth transition to normality.

A localised disruption may be less impactful and so recovered more easily using departmental structures and resources.

Standing down: Standing down from a Business Continuity Incident will be at the discretion of the Organisation Level Recovery Team or the Head of the affected department / Duty Manager if the incident is more localised.

Annex A

Communications Plan

There are any number of reasons that could result in staff working from home or another location within the organisation area. The most likely causes are Influenza, Norovirus, severe weather, or usual place of work not available.

This plan has been set up to maintain communications with staff working under those conditions, when we cannot communicate with them in the usual way.

It is important to have a straightforward way of communicating with staff during a disruption or when dispersed that is accessible to all. The following suggestions are not the only way this can be done but is designed to give you some ideas that might suit you and the way your team works.

- 1. A simple list of all of the teams contact numbers kept by managers / team leaders – personal numbers should not be published within the plan.*
- 2. A snapshot of organisation phone list may be able to be downloaded onto managers work mobiles.*
- 3. Depending on organisations arrangements with Microsoft, you may be able to use “Outlook” to send your team a group text message. You may already have a bulk messaging system that can be utilised.*
- 4. Make a page of your outward facing website accessible to staff, where you can publish advice and guidance during a disruption.*
- 5. Set up a public-sector BT Meetme account that will allow managers to contact staff via a conference call. The set-up cost is free to the public sector, but there is a cost for calls.*
- 6. Prior to any disruption, set up a group within Microsoft Lync that can be used to message the team as a group. Also, if the team are dispersed and using laptops, Lync can be used for video conferencing.*

The communications plan can be activated under these conditions:

- If for any reason a disruption is expected, then staff can be warned in advance that they will be working elsewhere, and the communications plan will be activated on a given date.
- In the event of an unexpected disruption, such as heavy snowfall, the duty manager / team leader will inform staff using the preferred communications method in this plan.

Plan Execution (This is a suggested format. Change it as you see fit or delete entirely.)

- 0800 – Senior management team / duty manager conduct conference call to discuss: a. department strategy during the disruption, b. Staff Issues, c. Incidents, d. Department messages, e. Other subjects as required.
- 0830- All managers / team leaders to call in on the conference call for a briefing from SMT or their representative.
- 0900 – Managers / team leaders host conference call with staff that are working from home or alternative locations and communicate messages from 0800 meeting. All other staff will be informed using usual methods of communication if they are available.
- 1530 – Managers / team leaders host conference call with staff that are working from home or alternative locations, pick up staff issues, incidents arising during the day.

- 1600 – Senior management team / duty manager conduct conference call to pick up on issues fed back by staff to managers / team leaders and set agenda / actions for following day's 0800 conference.

Annex C Business Continuity Management Team Suggested Agenda

Gather Information and Intelligence

- Introductions (roles/responsibilities) - Identify individual to record actions
- Any items requiring urgent attention - Take action where needed
- Situation report – reason for plan activation -
- Update from all departments -

Assess risks and develop a working strategy

- Assess impact on staff and review welfare / health and safety
- Assess likely recovery time - Prioritise recovery of services if required
- Assess impact on critical services - List critical activities affected
- Assess impact on related activities - There will be some services interrelated with critical activities.
- Develop or review initial working strategy – If a large disruption, refer to organisation strategy.

Consider powers, policies and procedures

- If organisation wide – agree areas of responsibility with crisis team
- Consider areas of responsibility – appoint bronzes as required.
- Identify relevant policies, legislation and procedures – Finance, Estates, HR.

Identify options and contingencies

- Review current actions on recovery of critical activities – may need to be prioritised
- Consider if additional actions are required to prevent further loss of service.
- Consider options based on circumstances and not covered in the BC plan.
- Consider additional contingencies should disruption escalate – identify and prepare.
- Consider internal and external communications messages to staff and interested parties.
- Are the right people at this meeting – who else should attend?
- Consider mutual aid from other departments / organisations / voluntary sector / partners.
- Are all actions and decisions supported by the company ethos, ethics and codes of practice.
- Any other business – Time and location of next meeting

Take action and review what happened

- Close meeting – Implement actions
- If organisation wide – give update to organisation crisis team
- Ensure update on actions is available for next meeting.

Annex D

Additional Task Lists

This annex can be used to contain any additional task lists that you may feel are relevant to your plan that will assist or guide those who have tasks within it. If there are none, then delete.

Annex E

Evacuation and Welfare Details

This annex can be used to contain any evacuation and welfare arrangements that have been made for staff in the event of a disruption. It may also contain details of any specific arrangements for staff who have existing disabilities, temporary disabilities, or other issues that require reasonable adjustments.

Document Information

Document approval: *The document should be approved by Chief Executive, Head of department or unit manager.*

Approved by:

Date:

Version Control.

Document Name:

Version number:

Date:

Author:

Authorised by:

Distribution:

Update History.

Version: Person Updating: Date:

Revision Description:

Version: Person Updating: Date:

Revision Description:

Version: Person Updating: Date:

Revision Description:

Last Exercise or Activation.

Date:

Activation type – Exercise or Live:

Comments:

Date:

Activation type – Exercise or Live:

Comments:

Documents to Support this Plan:

Document name:

Where stored:

Document name:

Where stored:

Annual Review:

Reviewer Name:

Date: