Business Continuity Plan

A Template to Support Small to Medium Size Enterprises

CARDIFF
CAERDYDD

Business Continuity Plan

Introduction

Cardiff Council is firmly committed to helping businesses across Cardiff and has developed this simple guidance document and Business Continuity Plan template to assist small to medium sized businesses. The aim is to help businesses develop a continuity management response which will help them to prepare for, and manage, incidents that could impact on their businesses.

Business continuity management sets out a framework and a process to enable you to plan the delivery of your business during events or incidents. This process will help you to identify and manage risks and ensure you gather information which will help to build a simple Business Continuity Plan which will protect your business during disruption.

Risk

It is important to consider risks that could impact on your business and the measures that could be implemented to help reduce or manage these risks. Putting in measures to reduce these risks may be costly but, are likely to be more cost effective than repairing damage if the risk becomes a reality. You may decide to accept the risk and plan to manage the impacts instead. Accepting or managing risk is part of your businesses decision, it is often referred to as your risk appetite.

Flooding

Consider where your business is, is it within a flood risk area? You can check this by accessing the information on the Natural Resources Wales website (see page 5 for details). You can also sign up to receive flood warnings from Natural Resources Wales which will help you react to protect your business when flooding is possible.

Effective flood defence items can be purchased to help you protect your premises. Protecting your premises could mean the difference between your business surviving a flood incident or not.

Interruption to energy supply

If the power supply to your business was interrupted, what would the cost of this be on your business? You may not be very vulnerable to energy interruption. The impact could be minimal, on the other hand you could find that the impact could be significant and very costly.

Loss of website or virus attack on key IT systems

How big a risk would this be to your business and what would be the impact on you if this occurred? Consider how safe the information is that you hold and how sensitive it is. Consider getting professional advice and support to make sure your IT and information is secure and protected.

Severe weather- Snow

Consider the impact on staff and customers accessing your business premises. What measures can you take to make access easier? What happens if your suppliers have difficulty delivering to you or picking up goods? How can you help staff prepare for travel into and from work?

Fire Risk

Consider if your business premises is at risk of fire:

- Are highly flammable materials/goods stored within the premises, are they correctly stored?

- Are there tools or equipment on site that could cause fire, if so are they well maintained?

- What about neighbouring business and properties could they cause an increased risk of fire?

- Are your evacuation plans and fire detection equipment appropriate and well maintained?

- Are all your staff trained in what to do in a fire and ensure customers and visitors are evacuated safely in case of a fire?

The above bullet points detail some of the threats to your business, however, you are best placed to understand the specific risks to your business and the potential impact that they would have should they occur.

Risk Treatment

After reviewing the risks to your business and considering how likely they are to occur and the potential impacts, you can explore possible solutions. Simple treatments for example may be to consider buying simple, effective flood barriers which can be fitted at short notice. If you are refitting your premises carry out work to limit the impact of possible flooding.

A risk treatment for snow disruption may be having snow shovels and grit spreaders and grit /salt on site. Check that your suppliers are prepared to deliver in snow conditions and help your staff consider alternative ways of getting into work and returning home safely, effective communication with staff and customers is vitally important.

The above are just a few examples of some of the ways you can help manage risks to your business. You must decide what is appropriate and what is cost effective based on the potential impact to your business.

Insurance

You can't stop all threats from becoming a reality, but you can look at insuring yourself as a business to cover the costs, so you can get your business up and running normally as quickly as possible. It may even be possible to insure for partial loss of business income due to the business disruption, but you would need to discuss this with your insurer.

However, being able to show your insurer you are managing and reducing risks may benefit you when discussing premiums, so consider this when you are looking at the cost and benefit of risk treatment methods. Remember to store copies of key insurance documents, contracts and business credit/debit cards etc safely and securely off site in case your premises are damaged, or you lose access to them.

Looking at continuity options

Having put in your risk treatment measures and appropriate insurance you now need to focus on suitable continuity options. The purpose of your chosen options is to manage the impacts of incidents and events that could disrupt your business. The business continuity plan template which is in this document helps you outline options for managing impacts to the following scenarios:

- **Work space disruption:** e.g. fire, flood, snow

- **Non-availability of staff:** e.g. sickness, travel disruption

- **Loss of IT:** e.g. phone lines etc.

- **Loss of other resources:** e.g. vehicles, fuel

Advice on filling in the plan template

The template is just a simple plan outline to help you protect your business. It is designed to help you capture important processes and actions that you or your staff would need to undertake should there be a business disruption. The plan should be stored securely off site and be accessible to those that would need to implement it.

The text in *blue* illustrates some examples of the actions that you may want to consider when you fill out your plan; you can build from this and make it specific to your business. Remember that key documents like insurance documents, client information or contracts and supplier details should be stored securely off site. It is also a good idea to have a business debit or credit card away from your business premises, so if you lose access to your premises you are able to start implementing actions to help your business survive.

Useful websites and links

- **Cardiff Council** - With links to all council services, including winter weather advice, Emergency management, Business Continuity and business service:
  https://www.cardiff.gov.uk/

- **EVAC Cardiff** – is a multi-agency commitment to developing a coordinated response to a major incident in Cardiff.
  http://www.evaccardiff.co.uk/
  @evaccardiff on Twitter and Facebook

- **Natural Resources Wales** - Advice on flooding
  https://naturalresources.wales/

- **Met Office** - Weather warnings and weather updates
  http://www.metoffice.gov.uk/

- **Traffic Wales** – Transport disruptions to road network
  http://www.traffic-wales.com/

- **South Wales Police**
  http://www.south-wales.police.uk/

- **South Wales Fire and Rescue Service**
  https://www.southwales-fire.gov.uk/en-GB/

- **Wales Resilience**
  http://walesresilience.gov.uk/?skip=1&lang=en

- **Business Continuity Institute**
  https://www.thebci.org/

Business Continuity Management Plan

(Name of Business)

Version:

Plan Owner:

Date published:

Contents

Distribution List

	Name	Job Title	Email Address
001	*Business Continuity Officer*	*Business Continuity Officer*	
002	*Name of Manager*	*Manager*	
003	*Name of Deputy*	*Deputy Manager*	
004			
005			
006			
007			
008			
009			
010			

Plan Updates

It is essential that the Plan is kept up to date and it is version controlled with a clear date on front page of the plan.

If you have any suggested changes to this plan, please notify the author of the plan, whose name is on the front of the plan.

This person is also responsible for updating and issuing plans. We suggest contact lists are reviewed every 6 months and the plan annually, or following any significant change to the organisation or service.

If any changes to the service or personnel occur, the plan should be updated and issued to the copy holders.

This plan must be exercised annually or following any significant change to the business and the exercise recorded and any improvements built back into the plan.

1 Introduction

This plan is to be used to assist in the recovery of the *(insert business name)* in the event of a major disruption to the business. A major disruption is defined as a significant incident which threatens personnel, buildings or the operational structure of the business and requires special measures to be taken to restore things back to normal.

1.1 Aim

The aim of the Plan is to set out the roles, responsibilities and actions to be taken by the business staff to re-instate the business following a major disruption.

1.2 Objectives

The objectives of the plan are:

- To provide for continuity of the activities essential to the business.
- To reduce the disruption of clients, customers, employees, and services to an acceptable level.

1.3 Scope of the Document

This plan sets out details of the recovery measures to be taken in the event of a major disruption to the business.
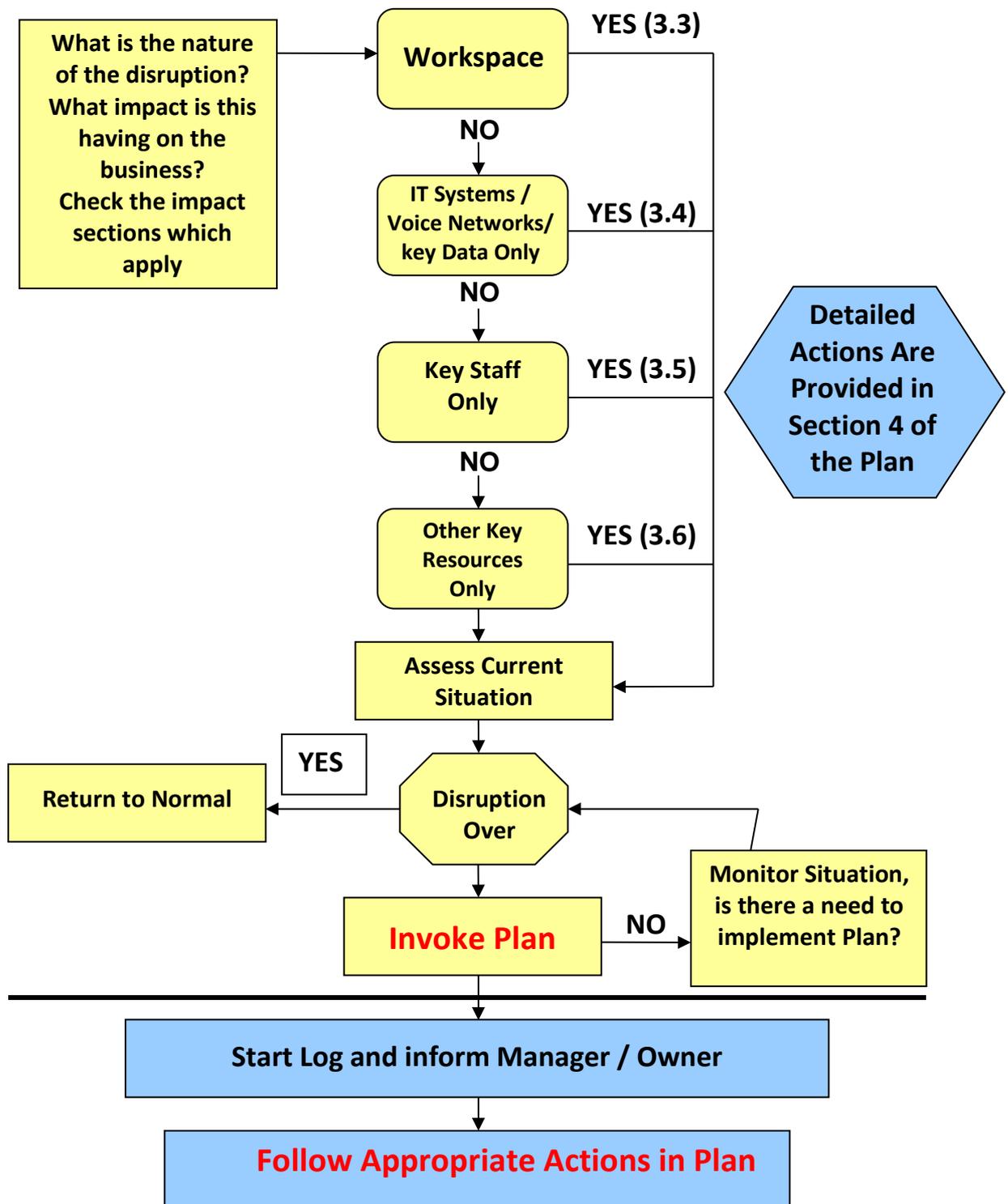
2 Recovery Objectives

Business activity restoration priorities have been identified against the following categories. Consider the various activities your business undertakes, and which are the most time sensitive needing to be restored first, this will help you plan to recover your activities:

Priority	Services	Definition
Red		**Time critical service needing to be restored within** **0-1 hours**
Amber		**Important service needing to be restored within** **1-24 hours**
Green		**A service needing to be restored within** **5 working days**
Black		**A service which can be restored progressively after** **5 working days**

3 Plan Activation Procedures

3.1 Plan Activation Process

What is the nature of the disruption? What impact is this having on the business? Check the impact sections which apply

Workspace — YES (3.3)

NO

IT Systems / Voice Networks/ key Data Only — YES (3.4)

NO

Key Staff Only — YES (3.5)

NO

Other Key Resources Only — YES (3.6)

Detailed Actions Are Provided in Section 4 of the Plan

Assess Current Situation

Disruption Over

YES

Return to Normal

Invoke Plan — NO

Monitor Situation, is there a need to implement Plan?

Start Log and inform Manager / Owner

Follow Appropriate Actions in Plan

3.2 Activation of Plan

The **Plan owner or designated staff member** will be responsible for the activation of the Business Continuity Management Plan. At the point the plan is activated the Manager / Senior staff are to be informed. All staff members will be contacted and advised of the current situation and what their role will be in the recovery phase. Key staff contact details are listed at Appendix A.

Any other action check lists should be referred to in this paragraph.

Notification of a business interruption may originate from any source. It is envisaged however that it will come from site staff during occupation of premises, or from one of the emergency services during unoccupied periods.

The following activation sequence will normally be used when informing personnel of the activation of this plan:

- **Standby phase**

- **Implement phase**

- **Stand Down phase**

"Standby" will be used as an early warning of a situation which might at some later stage escalate and thus require implementation of this Plan. A "Standby" allows key officers time to think, brief staff, start a business interruption log and prepare for the deployment of resources should an "Implement" message be received. This is particularly important if an interruption occurs towards the end of office hours and staff may need to be asked to stay at work until the situation becomes clear. Resources are not normally deployed at this stage (although this will largely depend upon circumstances) and a "Stand Down" may follow this type of alert.

"Implement" will be used to request the immediate utilisation of staff and resources in activation of the plan.

"Stand Down" will be used to signify the phased withdrawal of any services provided due to activation of the plan. The stand down order will be given by the manager who will brief staff, stakeholders and customers as appropriate.

3.3   Workspace

Objective	Actions / Considerations
1. Establish the current situation at the affected site / workspace	- What has happened? - When did it occur? - Are the Emergency Services informed / on-site? - Is there access to the site? - Are the IT systems and services still running? - Who else has been informed? - How potentially serious is it? - Are there any casualties? If so, details?
2. Decide whether the Business Continuity Management Plan should be put in to action? **The decision will be based upon the information provided, consideration should be given to:**	- How quickly the business will be able to re-enter the affected workspace. - Prevailing weather conditions - Whether the area is currently responding to an external incident. - If the decision is to relocate key staff to the agreed alternative accommodation alert the site – (contact details in table below). - If the decision is made not to invoke the plan, continue to monitor the situation until such time as normal access is granted to the disrupted location.
3. Communicate with staff	***IF EVACUATION IS NEEDED** – Follow site evacuation plan taking into account staff, customer and visitor safety.* *Keep staff informed at Assembly Points until a decision has been made about whether the building is likely to become available again soon. If the building will not be available, relocate identified key staff to the agreed alternative workspace and consider sending other staff home and tell them to await instructions. Remind them to check in with the manager at an agreed time.* ***Out of Hours**: If the disruption occurs outside office hours, staff communication will be co-ordinated by the manager or their designated staff member.* *Take the Emergency Grab bag with you.*

	Service / Activity	Staff to be Relocated
Alternative accommodation location:		
Contact name at location:		
Contact number:		

3.4   IT Systems / Voice networks / Key data

Objective	Actions / Considerations
1. Confirm the nature of the disruption	▪ What has happened? ▪ When did it occur? ▪ Which systems and/or services are affected? ▪ How potentially serious is it? ▪ What is the estimated duration of the problem? ▪ Who else has been informed (media officer, comms, stakeholder)?
2. Decide whether the Business Continuity Management Plan should be put in to action. **The decision will be based upon the information provided consideration should be given to:**	▪ How long systems will be unavailable ▪ Whether the systems affected are required to support the Time Critical / Important Business Activities. ▪ Whether the Area is currently responding to external incident. ▪ Inform staff that the Business Continuity Management Plan is being invoked **or** put staff on standby **or** invoke agreed manual systems to ensure that the service can continue to operate. ▪ If the decision is made not to invoke the plan, continue to monitor the situation until normal service is resumed.
3. Enter Specific actions or considerations if the disruption is due to non-availability of IT systems / Voice networks / key data	Some examples of Business Continuity Management solutions / strategies: ▪ *Instigate manual work around systems* ▪ *Rerouting of calls* ▪ *Accessing and making available critical data to key staff which has been protected.* ▪ *Working from a secondary location unaffected by the IT issue.* ▪ *If the main landline(s) are lost revert to mobile phones and give number to key staff and stakeholders.* ▪ *If IT systems are lost instigate Disaster recovery plan.*

3.5 Key Staff

Objectives	Actions / Considerations
1. Confirm the nature of the disruption	- What has happened? - When did it occur? - Who and how many are affected? - Which systems and/or services are affected? - How potentially serious is it? - What is the estimated duration of the problem? - Who else has been informed (Media Officer, Comms, stakeholders)?
2. Decide whether the Business Continuity Management Plan should be put in to action. **The decision will be based upon the information provided consideration should be given to:**	- How long staff will be unavailable - Whether the staff are required to support the Critical / Important Business Activities. - Whether the Area is currently responding to external incident. - Inform staff that the business Continuity Management Plan is being invoked **or** put staff on standby **or** invoke agreed manual systems to ensure that the service can continue to operate. - If the decision is made not to invoke the plan, continue to monitor the situation until normal service is resumed.
3. Enter Specific actions or considerations if the disruption is due to non-availability of Key Staff	***Change of job functions for some staff (to support the critical business activities)*** ***Employ agency staff*** ***Offer overtime / Toil*** ***Suspend less time critical parts of the business*** ***Consider out sourcing some services if possible until you are ready to restore them.***

3.6   Other Key Resources

Objectives	Actions / Considerations
1. Confirm the nature of the disruption	▪ What has happened? ▪ When did it occur? ▪ Which systems and/or services are affected? ▪ How potentially serious is it? ▪ What is the estimated duration of the problem? ▪ Who else has been informed?
2. Decide whether the Business Continuity Management Plan should be put in to action. **The decision will be based upon the information provided consideration should be given to:**	▪ How long resources will be unavailable ▪ Whether the resources affected are required to support the Critical / Important Business Activities. ▪ Whether the Area is currently responding to external incident. ▪ Inform staff that the business Continuity Management Plan is being invoked **or** put staff on standby **or** invoke agreed manual systems to ensure that the service can continue to operate. ▪ If the decision is made not to invoke the plan, continue to monitor the situation until such time as normal service is resumed.
3. Enter Specific actions or considerations if the disruption is due to non-availability of key resources	▪ *Arrangements/ contracts to hire / borrow / purchase replacement resources from suppliers.* ▪ *Protective measures for resources e.g. not having all resources at one site/shop/office.*

4. Supporting Information

4.1   Staff Welfare

It must be recognised that a business interruption may also cause additional pressures for staff. Staff members need to be given clear direction about the priorities of the business, which can be achieved by having well thought out and implemented continuity strategies in place. Managers must ensure that they monitor staff more closely to ensure that their welfare is maintained (e.g. regular breaks due to increased intensity or pressure of work).

Staff should be aware of what their role is when a major disruption occurs. Clear and concise communication with staff is pivotal to having an organised response. Staff must be made aware of what communication methods are going to be used, so they can find out the latest information, if they are going to be working from home or a different location than normal. If staff are to be working from a different location, ensure that they know where the location is (provide a map and or directions if necessary) and they can get there and get access.

4.2   Communicating with Staff

During Office Hours

If the disruption occurs during office hours, then staff can be communicated with via briefings from managers and electronically by the intranet and email.

Out of office hours

The manager for the business or the designated staff member will keep staff up to date by the following methods:

- Telephoning staff and passing on essential information.
- Mobile phone text cascade of information if appropriate.
- Email to staff that have access to external email, as appropriate.
- Face to face, as appropriate.

Information may be available via the following, depending on the reason for disruption;

Business name	*http://businesswebsite*
Business Twitter account	*@business*

Staff should be given the opportunity to feedback any comments they may have after the response phase and the service has returned to normal. This may be in the form of a structured debrief or more informally.

Managers who suspect that staff members have suffered undue stress or even trauma from the business disruption must consider providing assistance for those staff who have been affected.

4.3   Media / Public Information

In the event of a major disruption to the business, the business Communications Officer must be contacted to inform them of what has happened and the estimated length of the disruption and possible impacts of the disruption.

5.   Plan Maintenance Procedures

The author of the plan is responsible for reviewing contact lists every 6 months and plan must be reviewed annually. Ultimately the plan owner is responsible for ensuring the plan is up to date and exercised and all audit requirements have been met.

5.1   Plan validation (exercises) / Training Schedule

Awareness training for staff to make sure they all know what to do and who will be involved. Be sensitive how you communicate your plan – phrasing 'essential staff' or 'vital services' suggests that some of your staff aren't as important as others.

STAFF Contact Names & Numbers

To be updated 6 monthly and stored securely.

A list of staff contact details (Out of hours) is to be completed and maintained by (the responsible person named in this plan)

(Service Name) Contact Details Template

Name	Job Title	Office Contact	Mobile Contact	Home Contact
Staff name 1	*Manager*	*029200000*	*077777777*	*02920000000*

Appendix B

SUPPLIER Contact Names, Numbers & other key contact details

Contractors, suppliers & useful numbers Contact Details

A list of contact details (Out of hours) is to be completed and maintained by (the responsible person named in this plan)

Organisation	Contact Name	Job Title	Office Hours Contact	Mobile Contact

Appendix C

Resource Requirements for resumption delivery of RED and AMBER services /activities.

Services or activities:	
Staff:	
Agreed Accommodation:	Location: Contact Name: Contact Number:
Systems (IT & IS):	
Hard Data:	
Other Resources:	