**Model A**

**Business Continuity Plan**

**Guidance and Template
to support Small Businesses**

#

# **Disclaimer**

# This template and guidance is provided as general information about Business Continuity Planning. It is not intended to replace detailed guidance and planning specific to you and your business/organisation.

You should therefore consider whether you need to obtain this.

To the extent permitted by law, the Core Cities Business Continuity Group, in partnership with Cardiff Council and Edinburgh Council, excludes any liability arising from the use of this template either in part or full.

**Introduction**

This document has been created by the Core Cities Business Continuity Group in partnership with Cardiff Council and Edinburgh Council.

The aim of this document is to help businesses develop a response to prepare for and manage disruptive incidents.

Business Continuity Management sets out a framework and a process to enable you to plan the delivery of your business during emergency events or lower level disruptions.

This process will help you to identify and manage risks and ensure you gather the information needed to build a simple Business Continuity Plan to protect your business during a business disruption.

**This document is divided in the three simple steps:**

* **Step 1 –** Identify what your business products and or services are and identify which ones are the most important
* **Step 2 –** Identify the risks that could prevent or interrupt your business from operating normally. At this stage it is a good idea to try and identify ways of protecting your business from these risks
* **Step 3 –** Build your own Business Continuity Plan
* **Step 1 – Business Products and Services**
1. Document (in the table below) the products and/or services that your business produces or delivers
2. Write a very brief description of each product or service
3. Capture the key resources that you need to deliver the product or service. Think about the internal resources of your business first, such as staff, premises etc and then think about the external resources, such as suppliers next
4. Finally, decide which are your most important products or services and number them, with ‘1’ being the most important to your business and so on...

*\* This simple process should give you a good perspective on which products or services you need to think about protecting the most in order to ensure the survival of your business.\**

|  |  |  |  |
| --- | --- | --- | --- |
| **Product or Service** | **Brief Description** | **Resources** | **Priority Order** |
| *E.g. Receiving Orders*  | *E.g. Answering telephone or email with orders or enquiries from customers.*  | *Phone line, internet connection, secure PC, staff, office, electricity.* | *1* |
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lso cuts or services you need to think about protecting the most in order to ensure the survival of your business.

* **Step 2 – Identify Risks**

It is important to consider risks that could impact on your business and the measures that could be implemented to help reduce or manage the identified risks.

You should be able to identify risks from within your business, such as the work environment. However, you also need to try and identify risks outside of your business, such as the availability of key suppliers or impacts arising from severe weather.

You must decide what mitigation is appropriate and what is cost effective, based on the potential impacts.

Listed below are just a few simple examples of ways you can help manage the risk of disruption to your business:

**a) Flooding**

* Consider where your business is…is it within a flood risk area? You can check this by accessing the information on the Environment Agency website.
* You can also sign up to receive flood warnings from the Environment Agency - this 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.

**b) Interruption to energy supply**

* Is your business particularly vulnerable to the possibility of the power supply being interrupted? If yes, what could it cost your business? You could find that the impact could be significant and very costly...
* On the other hand, you may not be very vulnerable to energy interruption and it would only have minimal impacts. In which case you would not need necessarily to invest in measures to protect your business.

**c) Loss of website or virus attack on key IT systems**

* How big a risk would this be to your business? What would be the impact 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.

**d) Severe weather e.g. heavy snow**

* Consider the impact on staff and customers accessing your business premises…what measures can you put in place 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?

**e) Fire Risk**

* Consider if your business premises is at risk of fire.
* For example, 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 details some of the threats to your business, but you are best placed to understand the specific risks to your business and the potential impact that they would have if they occur.\**

1. Complete the table below with the detail relevant to your business.
2. The four ‘Possible Impacts’ already completed should cover the causes of most business disruptions.
3. The *italic text* shows an example of one possible risk, possible prevention and possible solution.
4. You need to identify and add risks that are specific to your business.
5. You then need to identify possible ways of preventing or controlling the risks to limit the impacts on your business.

| **Possible Impact** | **Possible Risk** | **Possible Prevention** | **Possible Solution** |
| --- | --- | --- | --- |
| **Workspace loss or inaccessible**  | *Fire* | *Fire alarm, fire fighting equipment, staff training.* | *Work from alternative location.* |
|  |  |  |
|  |  |  |
| **Loss of Staff** | *Severe Weather* *e.g. heavy snow* | *Receiving ‘Weather Warnings’ triggering communication with staff, customers and suppliers.* | *Work from home; ensure enough local staff can continue highest priority work.*  |
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| **Loss of IT & Data** | *IT Virus*  | *Anti-Virus software kept up to date.*  | *Safely backing up data.* |
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|  |  |  |
| **Loss of Other Resources**  | *Vehicles Breakdown* | *Vehicle maintenance.*  | *Contract with vehicle hire company.* |
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**A note on insurance…**

You can’t stop all risks from happening, but you can look at insuring yourself to cover the costs of a business disruption. It may even be possible to insure for partial loss of business income as a result of the business disruption, but you would need to discuss this with your insurer.

The ability to demonstrate that you are managing and reducing risks may be beneficial when discussing premiums with your insurer, as you may be able to negotiate a better deal.

**\* Remember to store copies of key insurance documents, contracts and business credit or debit cards etc safely and securely off-site in case your premises are damaged or you lose access to them \***

* **Step 3 – Build your Business Continuity Plan**

**Advice for completing the plan template…**

The following template is just a simple plan outline to help you protect your business.

It is designed to help you capture important actions that you or your staff would need to undertake should there be a business disruption.

The text in *italic* is there to illustrate some examples of the type of actions that you may want to consider when you develop your plan. You can build from this and make it specific to your business.

**\* Once completed, the plan should be stored securely off-site and be accessible to those that would need to implement it…remember that key documents such as insurance documents, client information, contracts and supplier details should also be stored securely off site. It is also a good idea to have a business debit or credit card away from your business premises just in case you cannot access you work environment. \***

**(insert name of Business)**

**Business Continuity Plan**

|  |  |
| --- | --- |
| **Version Number:** |  |
| **Plan Owner:** |  |
| **Date Published:**  |  |

**Contents**

|  |  |  |
| --- | --- | --- |
| **Section** | **Content** | **Page No** |
| **1.0** | **Staff Contact List** |  |
| **2.0** | **Your Business Priorities** |  |
| **3.0**3.13.23.33.43.5 | **Plan Activation Procedures**Plan Activation ProcessManaging loss of WorkspaceManaging loss of IT / Data Managing loss of Key StaffOther Resources |   |
| **4.0**4.14.24.3 | **Supporting Information**Staff WelfareCommunicating With StaffMedia / Public Information |  |
| **5.0** | **Plan Maintenance Procedures** |  |
| **Appendix** | **Other Useful Numbers**  |  |

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| --- |
| **Plan Distribution List** |
|  | **Name** | **Role** | **Issue date** |
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**1.0 Staff Contact List**

**If there is ever a business disruption or emergency call the main on call number as soon as you can which is :-- 07777777777777**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Name** | **Job Title** | **Office Contact** | **Mobile Contact** | **Home Contact** |
| *Staff name 1* | *Manager* | *029200000* | *077777777* | *02920000000* |
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**2.0 Your Business Priorities**

\* Add the services / products that you identified in step 1 into the table below \*

|  |  |
| --- | --- |
| **PRIORITY** | **SERVICE / PRODUCT** |
| 1 | *Receiving orders – restore within 2 hours* |
| 2 |  |
| 3 |  |
| 4 |  |
| 5 |  |
| 6 |  |

**\* It is important to ensure suppliers that support your business priorities have robust business continuity arrangements. If they do not have robust arrangement’s consider how you would manage knock on impacts to your business and what you need to do to protect your business.\***

**3.0 Plan Activation Procedures**

 **3.1 Plan Activation Process**



**3.2 Workspace**

|  |  |
| --- | --- |
| **Objective** | **Actions or Considerations** |
| **Establish the current situation at the affected site or workspace** | • What has happened?• When did it occur?• Are the Emergency Services informed or 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? |
| **Decide whether to invoke Business Continuity plan** | 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.
 |
| **Communicate with staff, suppliers or customers** | * 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 their 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.*
 |

|  |  |
| --- | --- |
| **Alternative accommodation location:** |  |
| **Contact name at location:** |  |
| **Contact number:** |  |
| **Staff to be relocated:** |  |

**3.3 IT Systems / Data**

|  |  |
| --- | --- |
| **Objective** | **Actions / Considerations** |
| **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 (staff/ suppliers / customers)? |
| **Decide whether to invoke Business Continuity plan** | 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 business priorities?
* Whether the area is currently responding to an external incident?

• Inform staff that the Business Continuity 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. |
| **Enter specific actions or considerations if the disruption is due to non-availability of** **IT systems or Data** | Some examples of solutions / strategies:* *Instigate manual work around systems*
* *Rerouting of calls by calling (insert phone provider details) – account number (insert account number).*
* *Accessing and making available critical data to key staff which has been protected.*
* *Keeping back up data securely off site, consider how often you might need to back data up, daily weekly etc.*
* *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 / suppliers / customers. Consider putting the mobile number on your website/twitter account if you lose your main land line.*
 |

* 1. **Key Staff**

|  |  |
| --- | --- |
| **Objectives** |  **Actions / Considerations** |
| **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 (staff / suppliers / customers)
 |
| **Decide whether to invoke Business Continuity plan** | 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 business priorities.
* Whether the area is currently responding to external incident
* Inform staff that the Business Continuity 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. |
| **Enter Specific actions or considerations if the disruption is due to non-availability of staff** | * *Change of job functions for some staff (to support the business priorities)*
* *Employ agency staff*
* *Offer overtime*
* *Consider outsourcing some services if possible until you are ready to restore and deliver them yourselves.*
 |

**3.5 Other Resources**

|  |  |
| --- | --- |
| **Objectives** | **Actions / Considerations** |
| **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?(staff / suppliers / customers) |
| **Decide whether the Business Continuity Management Plan should be invoked** | 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 business priorities?
* Whether the area is currently responding to an external incident?

• Inform staff that the Business Continuity 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. |
| **Enter Specific actions or considerations if the disruption is due to non-availability of 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.*
* *Planning for loss of power for up to 2 days.*
* *Plan for fuel supply interruption.*
* *Planning for disruption to key water utilities.*
 |

**4.0 Supporting Information**

**4.1 Staff Welfare**

Staff need to be given clear direction about what the priorities of the business are, this can be achieved by having well thought out continuity strategies in place. Ensure that you monitor staff more closely to ensure that their welfare is maintained (e.g. regular breaks due to increased intensity or pressure of work, and support in case their normal duties change).

Staff must be made aware of what communication methods are going to be used so they can find out the latest information, especially if they are going to be working from home or a different location than normal. If staff are going 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 are able to get there and get access.

**4.2 Communicating with Staff**

**\*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

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

Business name and website

Or via the business Twitter account.

Staff should 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 that have been affected.

**4.3 Media / Public Information**

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

**5.0 Plan Maintenance Procedures**

Review contact lists every 6 months and review the whole plan annually. Carry out a text during a meeting to test the Business Continuity Plan works and your staff understand arrangements.

**Appendix A**

**Other useful numbers**

**\*A list of contact details (including 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** |
| *Supplier*  |  |  |  |  |
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