



Promotion of

# Business Continuity Management Planning

Guidance for Businesses

# 1 Promotion of Continuity Management Planning for Businesses

- 1.1 The information contained in this document is designed to guide you through a few steps which may help your business or organisation survive an emergency.
- 1.2 Developing a business continuity management programme including a Business Continuity Management Plan will assist you to manage your business risks to ensure that, at all times, your business or organisation can continue operating to at least a predetermined minimum level until full recovery has been achieved. This will enable you to continue service delivery during and beyond an emergency scenario.

## 2 Who is this advice for?

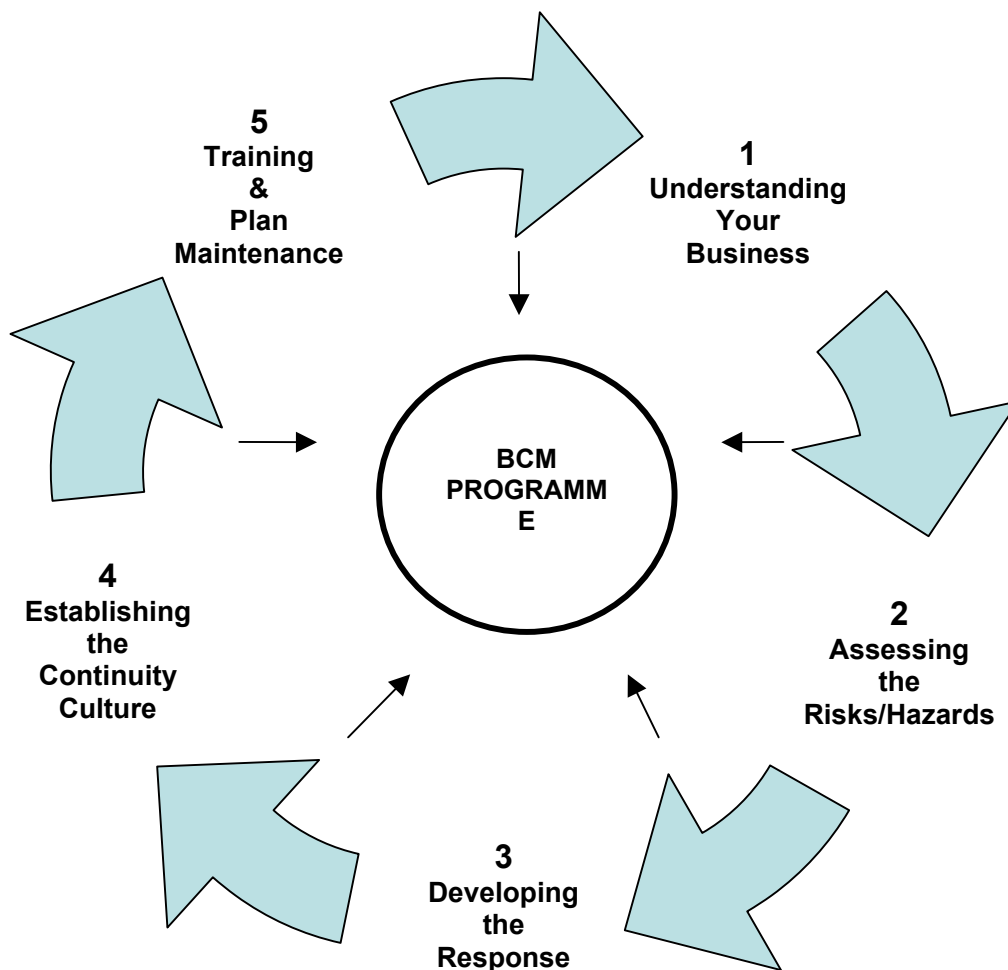
- 2.1 This advice is relevant to all owners, managers and employees of businesses.
- 2.2 In the high tech, fast paced 21<sup>st</sup> Century environment and meeting the day-to-day challenges of business, staff may already be working to near capacity. It may seem excessive to prepare and maintain a plan for the unexpected, but consider what would happen if **today** you lost your electricity supply or access to your premises for an extended period
- 2.3 By following the guidelines provided, you can develop a Business Continuity Management Plan that will be invaluable to your business if it were to suffer from an unexpected emergency directly imposed upon your business, or within your geographic area.



## 3. What is Business Continuity Management?

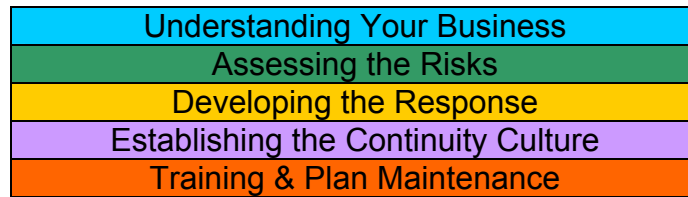
- 3.1 Business Continuity Management is a process that can be applied to any business, small or large, that helps to manage the risks that threaten its survival in the event of an emergency.

- 3.2 It allows owners, managers and employees to systematically identify the risks to the normal continuation of an organisation's activity and the effective management of those risks, to ensure a predetermined minimum level of service can be achieved.
- 3.3 The planned management of risk is necessary and important in the process that helps keep an organisation viable, even in the most trying of times. It cannot succeed without commitment, communication and co-operation. No Business Continuity Management Plan will work without the involvement and contribution of staff within all business areas. Everyone should be aware of the content of the plan and their own roles and responsibilities within it.
- 3.4 The process, shown in the diagram below, is a continuing cycle of risk assessment and risk reduction which forms the business continuity management programme. The plan is simply the written record of the process being applied to your business.
- 3.5 By following the Template Guide and completing the Plan Template (can be downloaded into Word), you will be able to develop a Business Continuity Management Plan specific to your business.



**4 Plan Template Guide**

4.1 Follow the guidance below to help complete the Plan Template.



4.2 The front page of your plan and introductory pages should contain the following information:

- |                      |  |
|----------------------|--|
| Front Cover:         | Add your company logo, name, version number, date the plan was last updated.   |
| Distribution List:   | List who is in receipt of a copy of the plan, how many copies and where they are located ( <i>this will ensure when you update the plan you know who and how many copies will be required</i> ). |
| Amendment Statement: | Identify who within the company/business has ownership of the plan and state that it is this individual's responsibility for updating and distributing the plan.                                 |
| References:          | List any other plans, legislation, policy or guidance that may be relevant to your Business Continuity Management Plan, for example, Fire Evacuation Plan.                                       |
| Aim and Objectives:  | A generic Aim and set of Objectives should be inserted, which can be amended as and when appropriate.  |

## 5 **Understanding Your Business**

5.1 In order to develop a Business Continuity Management Plan you need to have a thorough understanding of your business. This involves knowing the critical functions of your business in order to manage the continuation of critical business processes and outputs effectively. Firstly you must understand exactly which of your outputs and processes are the most critical, prioritising the areas where you should focus your resources. This process is known as Business Impact Analysis.

5.2 Guidance for completing a Business Impact Analysis for each critical function can be found below:

Critical Function: You need to identify what the critical functions/activities are within your business without which it would cease to operate?

Examples of Critical Functions (using a small manufacturing company as an example) are:

- \* Staff Wages
- \* Call Centres
- \* IT Department
- \* Sales
- \* Goods in
- \* Distribution

\* Manufacture

You will need to complete a Business Impact Analysis for each of your Critical Functions/Teams.

Effect on Service:

You should consider the importance of the function on the survival of your business. You must identify the most important and critical work streams. Focus available personnel and resources on maintaining them and determine the timelines required to re-establish these functions. It is essential for priorities to be set.

For each of the timelines, identify what the effect of the loss of the critical function would be.

For example, disruption to the "Goods in" function could have the following affect:

First 24 hrs

- \* Lack of stock causing orders not to be completed on time
- \* Storage space for part processed goods causing concern.

24 – 48 hrs

- \* Cut in manufacturing hours due to lack of stock
- \* Company reputation damaged

Up to one week

- \* Financial implications of missed deadlines
- \* Need to outsource work to maintain market share

Up to 2 weeks

- \* Loss of customers to competitors
- \* Temporary or permanent reduction in staff numbers

Resources required for recovery:

This section will help you identify what resources you require and when. You need to consider the effects of a loss of function/service, per timeline, as detailed in Effects on Service Section above, when completing this section.

Number of Staff/re-allocation of staff functions:

You may not need all your staff to be present in a given task/function immediately after an emergency. For each timeline, detail how many staff you would require.

For example, if you had a problem with a key supplier and no stock was available you could re-allocate your plant drivers, stock controllers, quality checkers, etc to other tasks or inform them that they are not required to work to full capacity for the

- first 24 hours.
- Relocation: Could individual functions be carried out by staff anywhere else?  
For example, working from home, in another branch office, mutual aid with another organisation, etc.
- Resources required: For each timeline, list probable resources required to assist in the recovery, for example:
- \* Computers (hardware/software)
  - \* Vehicles
  - \* Machinery
  - \* Communication equipment (landlines/mobiles)
  - \* Alternate buildings/site
  - \* Personnel
- Data Required: List what data is essential to the delivery of the service/critical function, for example:
- \* Customer contact details
  - \* Supplier contact details
  - \* Service/maintenance contacts and contract numbers
  - \* Insurance details
  - \* Costings
  - \* Work in progress

- 5.3 The completed Business Impact Analysis will assist you to prioritise what function or service you need to reinstate first during an emergency.
- 5.4 Using your Business Impact Analysis, create a Critical Function Priority List in the Plan Template.
- 5.5 In deciding how best to draw up your Business Continuity Management Plan you will need to ascertain how other related management issues are being addressed and assess how best Business Continuity Management can be slotted into the existing planning framework.

## 6 **Assessing the Risks/Hazards**

- 6.1 This section is a guide to indicate the means by which to identify what risks/hazards could affect or impact upon outputs. It will also identify what processes are most critical to the overall aims of your business and in what priority order they must be recovered. In assessing your risks/hazards you will be able to prioritise your risk/hazard reduction activities.
- 6.2 There are many risks/hazards that may disrupt your business, these include:
- a. Flooding.
  - b. IT Failure/Loss of data.
  - c. Utility failure.

- d. Fire or explosion.
- e. Transport accident.
- f. Extreme weather.
- g. Loss of premises.
- h. Loss/failure of equipment.
- i. Staffing/pay issues.
- j. Failure of Business Continuity Measures within a business/company contracted to supply your business/company.

The list is not exhaustive.

- 6.3 The risks/hazards listed will affect businesses and the critical functions within them to varying degrees. Each is different, with its own set of business continuity challenges.
- 6.4 The Risk/Hazard Analysis Table lists the perceived risk/hazards to your business, the impact, any mitigation in place and the Risk/Hazard Matrix Score (see over).

### **RISK/HAZARD ANALYSIS TABLE**

<b>Risk/Hazard</b>	<b>Risks/hazards faced by your business</b>
Risk/Hazard Impact:	<p>List the physical disruption that may be caused            List the financial implications of this disruption            List the personnel affected by the disruption (staff, clients, partners, etc)</p> <p>For example: Flooding</p> <ul style="list-style-type: none"> <li>* Loss of access and utilities (electricity, phones, etc)</li> <li>* Water damage to equipment and stock</li> <li>* Cost of damage and or fines for pollution</li> <li>* Staff working on ground floor</li> <li>* Customers and suppliers</li> </ul>
Mitigation in Place:	<p>List what you <b>CURRENTLY</b> do that prevents or reduces the likelihood and/or the impact of the risk/hazard on your business:</p> <p>For example: Flooding</p> <ul style="list-style-type: none"> <li>* Monitor Flood Warnings issued by the Environment Agency</li> <li>* Insurance to cover damage to equipment and premises</li> </ul>

Mitigation Possible: List what **ADDITIONAL** actions can be taken to prevent or reduce the likelihood or the impact of the risk/hazard on your business:

For example: Flooding

- \* Relocate premises to higher ground
- \* Floodgates/sandbags stored ready to use

Risk/Hazard Matrix Score: As described below

6.5 The Risk/Hazard Matrix Score is determined from the Risk/Hazard Matrix Table which is an aid to identify the score and priority of risks/hazards by determining the impact the risks/hazards have on your business.

a. For example:

- i. Likelihood: Having your working premises sited on a known floodplain then the *likelihood* of your premises flooding is *possible*.
- ii. Impact: The *impact* of your premises flooding would be *significant to catastrophic*.

**Risk/Hazard Matrix Table**

Impact	Catastrophic	M	H	VH	VH	VH
	Significant	M	H	VH	VH	VH
	Moderate	M	M	H	H	H
	Minor	L	L	M	M	M
	Insignificant	L	L	L	L	L
		Negligible	Rare	Unlikely	Possible	Probable
		<b>Likelihood</b>				

iii. The Risk/Hazard Matrix Score and therefore impact for this scenario would be: Very High.

6.6 When completed, the Risk/Hazard Matrix table will indicate what the highest risks to your business are. You can now make an informed decision as to whether to accept, monitor or treat the risks:

a. Accept – You decide that you are happy to ‘live with’ the risk/hazard.



- b. Monitor – You are not happy but ‘plan for and live with’ the risk/hazard, as the cost of implementing any risk/hazard reduction strategies may outweigh the benefits. However, continued frequent assessments are carried out to monitor that the risk/hazard does not increase.
- c. Treat -You want to treat the risk/hazard, i.e. implement steps to reduce the impact or likelihood because the risk/hazard is too great for your business.

6.7 It is not possible to militate against all risks/hazards; this is why a plan is required.

6.8 Throughout the whole process of continuity strategies it is important that communication and consultation takes place with all interested parties, partners and stakeholders.

## 7 **Developing the Response**

7.1 Whilst the list of causes that could potentially threaten your business continuity is endless, it is relatively easy to list a small number of likely risks that you might face and so need to plan for. Your planning effort should therefore concentrate on how to deal with these different levels of risk, particularly the worst case (if you have robust plans for the worst case you should be able to handle the rest).

7.2 The range of risk scenario’s you should be planning against should include most, if not all, of the following:

- a. Denial of access to a building or buildings, but not the whole site.
- b. Denial of access to the whole site.
- c. Prevention of (critical) staff from getting to work (loss of transport infrastructure or injury).
- d. Denial of use of critical equipments.
- e. Denial of use of critical systems.
- f. Denial of access to critical data.

7.3 Your Business Continuity Management Plan need not be an overly long document, but it does need to cover some important areas:

- a. A Statement on the need for effective Business Continuity Management and planning.
- b. A statement where responsibilities lie for effective Business Continuity Management and associated planning.
- c. Explain how Business Continuity Management links into other management planning activity.
- d. State where Business Continuity priorities lie, detailing:

- i. What functions, if any, you as a business need to undertake in support of identified business critical outputs and processes?
- ii. The minimum level of resources, including the identification of those resources, required to fulfil the minimum performance levels e.g. manpower, infrastructure/buildings and systems?
- iii. What contingency plans exist with regard to corporate or other critical IT and communications systems, and whether they are adequate?
- iv. What obvious Business Continuity risks/hazards exist locally and what risk reduction or mitigation measures, if any, are being taken?
- v. Have external contractors/suppliers have robust Business Continuity Management Plans in place to ensure their continuity of service?
- vi. What Business Continuity communication and awareness activity is planned, including testing and exercising of the Business Continuity Management Plan or elements of?
- vii. How often the Business Continuity Management Plan and strategies should be reviewed?
- viii. How the Business Continuity Management Plan interacts with other management plans and where division of responsibility lies?
- ix. How employees with Business Continuity responsibilities interact with others on site and where responsibilities lie in the handling of an emergency event?

7.4 Having attained the Risk/Hazard Matrix Score using the Risk/Hazard Matrix Table you now need to develop a generic checklist of actions that may be appropriate when an emergency occurs. The checklist in the Plan Template is designed for you to adapt to suit your business. The checklist can be used during an emergency to ensure that no major tasks are forgotten.

Maintain a log of actions taken: It is essential that a log of actions that have taken place and the decisions made is maintained. Each entry should be timed. This information will be vital if you have to defend in court any actions you have taken.

A blank copy of an example of a log sheet is located at the end of the Plan Template for use during an emergency.

Liaise with the Emergency Services: If the Emergency Services are involved in the incident you will need to appoint somebody from your organisation to act as a Liaison Officer. This person needs to pass information between the Emergency Services response and your Response and Recovery Team.

Assessment of damage: As soon as possible, and only if safe to do so, an assessment must be made as to the extent of the damage caused by the

emergency. Consider and document the following:

- \* Injury to staff, contractors, public
- \* Damage to building/s
- \* Damage to plant/equipment/vehicles
- \* Damage to stock
- \* Damage to reputation

Identify functions disrupted:

Document which functions or areas have been disrupted and the extent of the disruption.

Convene your Business Recovery Team:

You need to pre-identify who (along with an alternate, if your business is large enough), within your organisation, will make up the team that will manage the response and recovery of the emergency.

If the emergency is such that you need to call the team together you need to do so as soon as possible.

Hint - An additional contact sheet at the back of the plan can be used to identify your Response and Recovery Team and their given tasks/roles.

Provide information to Staff:

It is essential to keep your staff informed regarding the emergency and the response actions being taken.

Staff may be concerned about:

- \* Colleagues who may be injured
- \* What is expected of them today
- \* Should they turn up to work tomorrow
- \* Is their pay going to be affected
- \* What are their job security prospects

Consider offering a help-line number for staff to call or, depending on the scale and type of emergency, tannoy announcement, e-mail, intranet, notices in reception/canteen, local radio or a phone call to all staff.

Remember – providing information quickly will help to stop rumours!

Decide a course of action:

Decide what you need to do and produce an Action Plan. Use the Critical Function Priority List and the Business Impact Analysis to assist you.

Communicate decisions to staff and business partners:

Let staff and business partners know what you have decided to do.

Provide public information to maintain reputation and business:	<p>Appoint a member of staff to act as your Media Representative. This person should be trained in Media Response Techniques and have the authority to answer questions regarding the emergency and the business in general.</p> <p>Your Media Representative should work in collaboration with the Emergency Services Media Officer if possible. A Holding Statement could be pre-prepared for your business so you just have to 'fill in the blanks' at the time. An example of a Holding Statement can be found in the Plan Template.</p>
Arrange a Debrief & review of the Business Continuity Management Plan:	<p>After any significant emergency it is important to hold a debrief to confirm what deficiencies and improvements have been identified and amend your Business Continuity Management Plan accordingly. Disseminate the lessons identified to all concerned.</p>

- 7.5 The next section of the Plan should be the Key Contact list which denotes the name, key appointment, role and contact numbers (landline and mobile) for the key players of the response team in your company during an emergency. It may prove useful to have a contact number for each member of staff within your company.
- 7.6 Additionally, there should be a contact list adapted to be relevant for your business. Consider including utilities, insurance companies, suppliers, customers, key holder, Security Company, partner organisations, etc.
- 7.7 In line with the Data Protection Act, you need to ensure you have permission to hold personal information such as home contact numbers of your staff.
- 7.8 The final section of the plan is a Log Sheet for you to use during an emergency. An example of a Log Sheet can be found in the template provided.

## 8 **Establishing the Continuity Culture**

- 8.1 Organisations with employees who appreciate the importance of business continuity are more likely to make day-to-day observations and decisions that increase the resilience of business processes and systems. This obviously has a positive impact on the organisation.
- 8.2 Involve staff in developing your plans. They can often be a source of relevant information and good ideas. Following an emergency their cooperation and enthusiasm will be invaluable. If they helped in the construction of the plan they are more likely to want to be part of implementing it.
- 8.3 Here are just a few things you could do to raise awareness of local plans and arrangements:
  - a. Let everyone have access to the Business Continuity Management Plan. If necessary have two versions – one version with all the sensitive personal data for those who need that level of detail, and an abridged version for the rest of your employees.

- b. Talk through the plan with the staff regularly so they know what can be expected should an emergency occur, and understand what they themselves need to do.
- c. Inform critical functions staff of their business continuity status. If they do not know then they may not be there when you need them.
- d. Inform non-critical staff of their business continuity status. Also watch morale – emphasise that non-critical does not mean less important. If some of your critical staff are victims of the emergency and are unable to fulfil their role within the Business Continuity Management Plan you will rely on the rest to step forward to fill the gaps – they therefore have equal importance.
- e. Include business continuity as a topic on away days and other team building events.
- f. Update staff induction material to include business continuity arrangements.
- g. Consider producing a small information card, perhaps credit-card sized, for all staff to carry detailing basic emergency numbers and other relevant business continuity information.
- h. Consider producing a static display and position it regularly at building entrances or other shared areas, reminding staff of business continuity arrangements and likely recovery responses.
- i. Publicise any training sessions you have – staff will be interested. Are there any in-house publications that can be used to advertise your main business continuity activities?

## 9 **Training & Plan Maintenance**

- 9.1 It is important that, once your plan is written, you test the procedures you have put in place. No matter how well designed and thought-out your plan is, a robust and realistic training exercise will be able to identify areas of improvement. Conversely, a completely flawless exercise is more likely to indicate a failure in the training and exercise, in that it is not realistic or challenging enough, than confirm the adequacy of your plan.
- 9.2 Before a plan can be tested, staff need to be familiar with the content of the plan and their role in the response and recovery. This can be done in the format of reading the plan together and discussing how to apply it to a fictional scenario.
- 9.3 When you are confident that your staff understand the plan and their part in it, you should test the plan by acting out a realistic and probable scenario. This can be pre-planned and worked into the company programme.
- 9.4 Conducting training exercises is only useful if there are mechanisms in place to identify any weaknesses or, examples of good practice elsewhere not already included in the plan and feeding them back into the plan or general working

practices. After training exercise reports must be completed for every activity, actions identified and individual/teams tasked with their implementation.

- 9.5 In addition to scheduled training exercises, you should be ready to revisit your Business Continuity Management Plan whenever your company/business undergoes a significant change, for example:
- a. The installation of a new IT system.
  - b. The physical move to a new building or site, or.
  - c. The incorporation of additional assets, buildings or equipment.
- 9.6 Any of these events is likely to render some if not all of your plan obsolete.
- 9.7 Business Continuity Management is a lengthy and continuous process and is the concern and responsibility of everyone to enhance business resilience. Any Business Continuity Management Plan should be reviewed and tested regularly to ensure it remains up to date and effective. It should be considered as an essential tool to enable your company/business to continue and flourish.

## 10 Further information and guidance

- 10.1 Whatever Local Authority area your business/company resides in will be able to provide you with further information on business continuity.
- 10.2 For further information about business continuity you may wish to look at the following websites:

Business Continuity Institute	<a href="http://www.thebci.org">www.thebci.org</a>
The Business Continuity Information Centre	<a href="http://www.business-continuity.com">www.business-continuity.com</a>
The Business Continuity Planners Association (US)	<a href="http://www.bcpa.org">www.bcpa.org</a>
The Office of Government Commerce	<a href="http://www.ogc.gov.uk">www.ogc.gov.uk</a>
The Department of Trade and Industry	<a href="http://www.dti.gov.uk">www.dti.gov.uk</a>
Staffordshire Prepared	<a href="http://www.staffordshireprepared.gov.uk">www.staffordshireprepared.gov.uk</a>
London Prepared	<a href="http://www.londonprepared.gov.uk">www.londonprepared.gov.uk</a>
UK Resilience	<a href="http://www.ukresilience.info">www.ukresilience.info</a>
globalcontinuity.com & Survive	<a href="http://www.globalcontinuity.com">www.globalcontinuity.com</a> <a href="http://www.survive.com">www.survive.com</a>

This emergency guidance is not intended to replace detailed guidance and planning specific to you and your business but is provided as general information about planning for emergencies.