***[Insert Organisation Name]***

**Version Control**

| **Author** | **Version** | **Date** | **Review Date** | **Notes** |
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**Distribution List - Employees, Stakeholders and Partners**

| **Name** | **Role** | **Dept. / Organisation** |
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1. **Disclaimer**

This template Business Continuity Management Plan (BCMP) has been produced to provide general information and advice about developing Business Continuity Plan(s) for small to medium sized businesses or voluntary sector organisations in Kingston borough. It is not intended to provide detailed or specific advice to individuals or their businesses. If required, you should seek professional advice to help develop an individual plan for your business, there may be other formats or methods of business continuity management plans which are more suitable for particular businesses or organisations than this template. Whilst The Royal Borough of Kingston upon Thames (RBK) has made every effort to ensure that the material contained in the BCMP template is accurate, the BCMP is only available for public viewing and use on the basis that RBK disclaim all liability to the fullest extent permitted by English Law for any loss or damage arising out of the use of the BCMP template and the associated guidance.

1. **Aim**

This document has been produced to assist [insert organisation name] mitigate and prepare for incidents which may affect operations. Once completed, the document should be shared with applicable members of staff who will act as the Incident Management Team (IMT).

The aim of the plan is to provide a reference tool for the actions required during or immediately following an emergency or incident that threatens to disrupt normal business activities. The plan will assist the continuation of priority business activities by minimising the impact of any damage to staff, premises, equipment or records.

1. **Objectives:**

* Understand the priority functions and activities of the organisation that must be maintained
* Analyse and respond to the risks to the organisation
* Provide a detailed prioritised and timetables response to an emergency situation
* Identify the key roles, responsibilities and contacts required to respond to an emergency affecting the organisation.

1. **Business Continuity Process:**

Follow these three steps:

* Identify your key products / services / activities. Identify which ones are the most important to the organisation and your stakeholders, based on the Maximum Tolerable Period of Disruption (MTPD) with the shortest MTPD having the highest priority. - Included within BIA.
* 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 known risks. - Included within Risk Assessment.
* Produce a Business Continuity Plan for your organisation. - By completing the remainder of this document.

1. **Introduction**
   1. **Purpose and Scope**

The purpose of this Business Continuity Plan is to enable the operations of [insert name of organisation] to survive an incident that disrupts normal operations and working practices.

The responsibility for the maintenance of the plan lies with [insert name or role].

The responsibility for the initial response lies with [insert name or role], who will work with the selected members of the organisation to form the Incident Management Team (“IMT”).

The plan will include an adequate level of detail used to maintain the business and:

* To ensure a prepared approach to an emergency / incident
* To facilitate an organised and coordinated response to an emergency / incident
* To provide an agreed framework within which people can work in a concerted manner to solve problems caused by an emergency / incident.

The plan will also help to identify actions that could be taken in advance of an emergency or incident to reduce the risk of it happening.

The plan has been written to reduce the potential impact of an incident by being prepared to maintain services in the event of the:

* Loss of premises
* Loss of key staff
* Loss of IT / data
* Loss of telecommunications
* Loss of hard data / paper records
* Loss of utilities (electricity, water, gas)
* Loss of a key supplier or partner
* Disruption due to industrial action
* Disruption due to severe weather

1. **Critical Activities**

Whilst most parts of any business are considered important, if an incident did occur, priority must be given to the restoration of the activities that are deemed to be business critical to the performance of the organisation and are necessary to avoid absolute failure / point of no return. These activities should be determined via an activity Business Impact Analysis.

The main critical activities for the organisation are:

| **Priority** | **Activity Name and Description** | **Maximum Tolerable Period of Disruption** | **Recovery Time Objective** | **Minimum Business Continuity Objective** |
| --- | --- | --- | --- | --- |
| 1. | [Insert activity name. Description] | [Insert MTPD] | [Insert RTO] | [Insert MBCO] |
| 2. | [Insert activity name. Description] | [Insert MTPD] | [Insert RTO] | [Insert MBCO] |
| 3. | [Insert activity name. Description] | [Insert MTPD] | [Insert RTO] | [Insert MBCO] |
| 4. | [Insert activity name. Description] | [Insert MTPD] | [Insert RTO] | [Insert MBCO] |
| 5. | [Insert activity name. Description] | [Insert MTPD] | [Insert RTO] | [Insert MBCO] |
| 6. | Add more as appropriate |  |  |  |

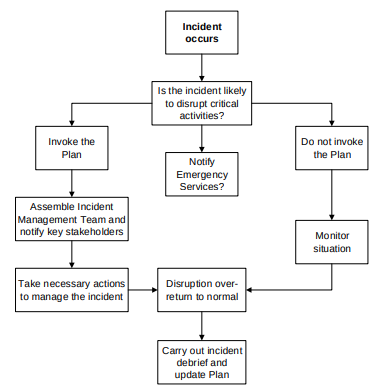
These individual activities must be given preferential access to premises, staff, equipment or records if an emergency situation restricted their overall availability. It is for these activities that plans need to be prepared.

1. **Incident Management**
   1. **Incident Definition**

An incident may be any situation which might or could lead to a disruption, loss, emergency or crisis affecting the normal operations of the organisation. Incident Management Team (IMT) members should bear in mind that a minor emergency may have the potential to worsen and escalate.

* 1. **Establish the situation**
* What has happened? How potentially serious is it?
* When and where did it occur?
* Have the Emergency Services been notified? (If applicable)
* Who else has been informed?
* Is there access to the site?
* Are the IT systems and services still running?
* Are there any casualties? If so, details?
* What actions need to be taken to reduce the impact on the organisation?
* Who needs to be involved in the response?
* What actions should the organisation take at this time, based on the current facts?
* Who is maintaining a record or actions / decisions / logging?
* If the decision is to relocate staff, where will they relocate to?
* What services are impacted at this time? How badly?
* Do we need to activate business continuity recovery plans?
* How long is the incident currently expected to go on for?
* What services or activities are reliant on those that have been impacted?
  1. **Invoking the plan**

The IMT will assess the nature and extent of a disruptive incident and its potential impact on the services, taking into consideration the decision whether to invoke recovery plans or not.



* 1. **Incident Management Team composition**

The incident management team should include Strategic (Directors), Tactical (Managers) and Operational (Officers) personnel with different areas of focus based on their level within the response structure. Strategic focus on the consequences and set the plan, Tactical focus on how the plan will be implemented and the Operational staff put the plan into action. All members of the IMT should identify and appoint deputies to be available in their absence and they should receive the same level of support, training and have the competence / authorisation to make the required decisions.

1. **Incident Response**
   1. **Immediate response checklist**

| **Action** | **Notes** | **Completed** |
| --- | --- | --- |
| If necessary   * Follow evacuation procedures * Call emergency services |  |  |
| Call a meeting of the Incident Management Team (Appendix 1). The IMT will coordinate the actions and manage communications. |  |  |
| Commence a log of all actions and expenses taken. (Appendix 6) |  |  |
| Make someone responsible for coordinating and preserving a Master Activity Log. |  |  |
| Assess the situation and level of response required. Can it be dealt with as a day-to-day management issue or does the plan need to be invoked? |  |  |
| Identify and quantify any damage to the organisation including staff, premises, equipment, data, records etc. |  |  |
| Identify which critical functions have been disrupted or those that could be affected if the services currently impacted are not resumed quickly. |  |  |
| Communications:   * Advise staff of the immediate implications for them and service provision * Advise staff of the immediate requirements to deal with the situation, including temporary accommodation etc if required. * If necessary, advise key partners / suppliers. * If necessary, speak to the local press. |  |  |
| [Add additional actions as required] |  |  |

* 1. **Ongoing response checklist**

| **Action** | **Notes** | **Completed** |
| --- | --- | --- |
| Once you are in control of the initial emergency update staff on a regular basis and keep them fully informed of developments.  Make sure members of staff not directly involved in the incident, or those who are absent are also kept advised of developments. |  |  |
| Priority should be given to the needs of the business critical activities that have been affected by the incident (see section 6). |  |  |
| Make a record of all meetings and briefing sessions |  |  |
| The IT team start sourcing replacement IT equipment, if required. |  |  |
| Temporary accommodation:   * Is the available accommodation sufficient for the needs of all business critical activities or is additional alternative space required? * Do you need to arrange for replacement equipment to be ordered? * Do you have access to all essential systems or records? * Make arrangements for telephone and post to be redirected to your new location. |  |  |
| Working at home and non-business critical staff:   * If available space is at a premium, consider allowing suitable individuals to work from home * Non-essential staff should be sent home or reallocated to support business critical activities * Make sure those sent home are aware of when to make contact to check on progress or when to return to work. |  |  |
| Messages for the media, staff, clients, suppliers and other stakeholders are formulated and cascaded. |  |  |
| Temporary staff sourced, if applicable. |  |  |
| Create any new / temporary operational procedures and instructions. |  |  |
| Provide public information to maintain the reputation of the organisation and keep relevant authorities informed. |  |  |
| Financial procedures:   * Decide who can authorise additional expenditure * Keep records of all expenditure * Urgent electronic payments managed from home or at the bank branch |  |  |
| Inform insurers of a potential claim |  |  |
| Preservation of records   * Do not destroy anything. Try to recover as many documents as possible and preserve them somewhere where they can be retrieved easily. This is an ongoing obligation throughout and after the incident. * Make a hard copy of any relevant computer data and electronic mail. |  |  |
| [Add additional actions as required] |  |  |

* 1. **Following the recovery process and return to business as usual**

| **Action** | **Notes** | **Completed** |
| --- | --- | --- |
| When ready, inform other organisations, public, suppliers, etc of resumption of normal service / contact details. |  |  |
| Conduct a post incident debrief:   * What worked well? * What didn’t work so well? * What changes need to be made for the future? |  |  |
| Support the post-incident evaluation by direct contribution and by facilitating the involvement of key members of staff. Recovery should always be treated as an opportunity to improve the business. |  |  |
| Use the information gained from the debrief to review and update the Business Continuity Management Plan and any predetermined solutions / strategies for business disruption. |  |  |
| [Add additional actions as required] |  |  |

* 1. **Standing the plan down**

The plan is either stood down when:

* The affected site has been restored to full operational capacity or a new site has been sourced, equipped and is able to handle normal operations
* Data is secured and recovered
* Operations have been restored to pre-incident levels
* Staffing issues have been resolved and all departments have sufficient personnel to undertake their critical activities

The decision to stand the plan down is taken by the IMT.

1. **Review, Training and Exercising**

Any Business Continuity Management Plan can be seen to be effective until it has been exercised and those identified within the Incident Management Team have a good understanding of their role and the entire workforce are aware of the importance of Business Continuity and role of the plan in incident response.

The plan should be reviewed at an agreed timeframe or following an incident where lessons have been identified and the new version will be shared accordingly throughout the organisation.

It is no use waiting for a crisis to see if your plan(s) work!

**Appendix 1. Incident Management Team (“IMT”) members**

| **Name** | **Job Title** | **Mobile Number** | **Office Number** | **Home Number** |
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**Appendix 2. Other staff contact details - required for priority activity resumption**

| **Name** | **Job Title** | **Mobile Number** | **Office Number** | **Home Number** |
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Include the names and contact number of all relevant staff required to take necessary actions. Remember to keep this section up to date.

**Appendix 3. External Contacts - include critical supplier details**

| **Organisation** | **Contact Name** | **Main Phone Number** | **Alternative Number / Email** |
| --- | --- | --- | --- |
| Electricity |  |  |  |
| Gas |  |  |  |
| Telecommunications |  |  |  |
| Water |  |  |  |
| Ambulance Service |  |  |  |
| Fire Service |  |  |  |
| Police Service |  |  |  |
| Flood Line |  |  |  |
| Local Hospital NHS Trust |  |  |  |
| Royal Borough of Kingston upon Thames |  |  |  |
| Insurer / Broker |  |  |  |
| Bank |  |  |  |
| [Add Suppliers] |  |  |  |
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**Appendix 4. Utilities Locations**

| **Utility** | **Location & Operational Details** | **Responsible Person(s)** |
| --- | --- | --- |
| Gas supply valve |  |  |
| Electricity Mains Switch |  |  |
| Water Shut-off valve |  |  |

**Appendix 5. Damage Assessment**

| **Area Affected** | **Structure Damage** | **Office Equipment** | **ICT Affected** | **Other** |
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Ensure suitably qualified personnel with appropriate PPE are allocated to carry out damage assessment duties. Approval to enter the premises must be sought from the Emergency services, where applicable.

**Appendix 6. Activity / expenditure log**

| **Date** | **Time** | **Action Taken** | **Expenditure** | **Authorised by** |
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